



U.S. DEPARTMENT OF STATE

STATE

M A G A Z I N E

POST OF THE MONTH:
SUVA

MARCH 2007

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Photograph by Corbis



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2008 Budget Reflects New Responsibilities

More than five years after the attacks of September 11, our nation remains engaged in a difficult and trying struggle against violent extremism. This is a confrontation without precedent, and we at the State Department must approach our role in a fundamentally different way. The President's recently released 2008 budget will give us the resources necessary for our mission.

The budget reflects our substantial new responsibilities. For the first time, the President has designated the State Department a national security agency, alongside the Departments of Homeland Security and Defense. We have the lead on most tasks under our National Counterterrorism Strategy. Our international efforts to advance peace and security, prosperity and freedom are more important than ever to our defense and security here at home.

Our top priority as we proceed ahead is you: your training, your advancement and your security. We are investing in the tools and technology necessary for you to exercise greater initiative. We are increasing critical language and leadership training so that you can have the most impact at your posts. Most important, this budget dedicates substantial funding to protect you, as we modernize the physical structures that host our diplomatic efforts and preserve the integrity of our information systems.

The resources we are requesting will enable us to continue transforming our diplomatic posture to reflect the strategic realities of the 21st century. With the support of Congress, we are moving our

people off of the frontlines of the Cold War and into the critical posts of this new century. At the same time, we are encouraging more of you to move beyond country capitals and into communities where we



have no formal presence, to forge new partnerships not only with governments but also with entire societies.

A major tool that we have to empower foreign societies is our development assistance, and we have taken important new steps to use taxpayers' dollars in the most strategic, effective and efficient way possible. The new Strategic Framework for U.S. Foreign Assistance ensures that our resources are targeted to help build and

sustain democratic, responsible states that respond to the needs of their people and work to fight poverty. In the 2008 budget, we have been able to shift billions of our assistance dollars to more effective, and more necessary, development programs.

Our budget also reflects the fact that public diplomacy is a vital component of our national security strategy. It is more important than ever for each and every one of us to reach out to the people of the world and tell them what we stand for: freedom, prosperity, equality and justice. We are increasingly investing in our people-to-people exchanges, because private citizens are a vital part of our public diplomacy. Through our cultural and educational exchange programs, we help the world to better understand our country, and we help Americans to better understand the people of the world.

As all of you continue to promote American interests and ideals, both here in Washington and overseas, we are asking more of you than ever. I remind people all the time that we have the finest diplomatic service in the world. So many of you are serving far from home at hardship posts, unaccompanied by your families. You are standing with those who desire freedom and a better life and sacrificing greatly for your country.

Thank you for all that you do to protect our nation and advance a more hopeful vision of the world. I pledge to continue working to provide you the funding and support that you need to succeed. ■

“Our international efforts to advance peace and security, prosperity and freedom are more important than ever.”

Gender and EERs

Considering "The Case for Diversity" (January issue) and "Foreign Service Promotion Statistics" (February), one thing the Department could change is its routine use of gender pronouns and personal names in the EER review panel system. Studies show that gender, ethnic and racial discrimination are significantly reduced when evaluators are not permitted access to data that give away the subject's gender, ethnicity and race.

One such study reported by Steven Levitt at the University of Chicago compared the likelihoods of getting a job interview with the exact same résumé but a different name on top of the résumé (e.g. John Williams versus DeShawn Williams or DeShawna Williams). Result: different likelihoods of getting the interview.

Perhaps the Department could create a system wherein gender pronouns and personal names of employees are withheld or concealed from the tenure and promotion panel members to defend against subconscious stereotyping and prejudice. This measure could also serve to limit the biasing effects of privileged information that some panel members may have on a given employee they are evaluating. Ironically, the Department has already eliminated mention of such merit-based information as educational degrees, but still includes such birth-based information as gender and personal names.

Since panels do not meet with employees anyway, eliminating gender pronouns and personal names from the EER review panel system would seem a small yet meaningful change for the better.

Donald Kilburg

*Foreign Service officer
U.S. Embassy, Santo Domingo*

Puerto Rico

Since I am of Puerto Rican descent via New York City, or a Newyourican as we call ourselves, I was glad to see an article on Puerto Rico in the February issue. I'd like to point out two small mistakes, however.

First, Puerto Rico is the smallest of the Greater Antilles and not the largest of the Lesser Antilles. Second, the island of Culebra is a part of Puerto Rico and not the Spanish Virgin Islands.

I would also like to point out that the Department has been remiss in launching an active and viable recruiting effort on the island. This is a significant omission, given that State has only two underrepresented minority groups and they are American Indians and Hispanics. The island's population has a much higher level of education

than can be absorbed by the local job market. Combine this with the very high percentage who are fluent in Spanish and you get very fertile ground for recruitment.

I'm sure the Department would not want for volunteers to travel on recruitment trips to this beautiful island paradise. Just let me know where to sign up.

Raphael A. Mirabal

*Deputy Executive Director
HR/EX*

Final Postings

I just wanted to tell you how much I enjoy all of the excellent reporting, articles and other news items you and your team at *State Magazine* make happen. One relatively new column is your own "The Last Word." Through it you always present an excellent wrap-up of a given issue, but what I like best is your sign-off, acknowledging and recognizing our "colleagues en route to their final postings." Very nice. Very appropriate. And so very thoughtful.

Tim Lawson

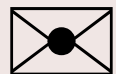
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2008 Budget Stresses Security, Diplomacy

The President's fiscal year 2008 budget for the Department reflects our critical national security role and transformational diplomacy mission. It sustains the Department's people, security, facilities, information technology and management reform as well as public diplomacy and our role in international organizations and peacekeeping.

Fully funding State's management functions is essential to providing the global platform for American diplomacy and foreign assistance—a platform that serves not only the Department but also more than 40 other agencies. This budget request will enable the Department to:

- ***Develop a workforce for transformational diplomacy that is diverse, well-trained and able to carry out multiple tasks.***

Under Phases I and II of global repositioning, 200 positions are being redeployed, most to countries in Africa, East and South Asia, Latin America and the Middle East that are focal points of transformational diplomacy. This includes positions for 17 new American presence posts in major regional metropolitan areas where there is currently no U.S. diplomatic representation.

The Secretary has offset creation of these new positions through a redeployment of resources largely from lower-priority functions in Washington and Europe. In Phase III, 85 positions are being shifted from Washington to Washington-based long-term language training and to overseas posts. This will be done through restructuring/delaying and consolidating administrative functions. We have always envisioned GRP as part of a larger strategy wherein Congress would also provide new funding to create other urgently needed positions.

The 254 new positions we are requesting for transformational diplomacy will increase the U.S. diplomatic presence in transitional countries, expand our training and career development programs including critical foreign language training, and strengthen the reconstruction and stabilization program.

- ***Support the global war on terror.***

The \$965 million request for worldwide security upgrades will increase security for

diplomatic personnel, facilities and information in the face of international terrorism. This funding will extend the core program to upgrade security equipment and technical support, information and systems security, perimeter security and security training.

- ***Protect America's borders.***

Emphasizing "secure borders and open doors," the Border Security Program protects U.S. borders against the illegal entry of terrorists and others who threaten homeland security while facilitating the entry of legitimate foreign visitors and students. Revenue from several fees will help fund improvements in systems, processes and programs.

- ***Construct, upgrade and maintain secure diplomatic facilities.***

The \$1.6 billion request continues security-driven construction projects and addresses the major physical security and rehabilitation needs of U.S. embassies and consulates. By the end of 2006, Overseas Buildings Operations had delivered 41 new facilities since 2001 and had an additional 36 under design or construction. These 77 new facilities represent 39.5 percent of the 195 most vulnerable diplomatic facilities identified for replacement.

- ***Invest in information technology.***

We have greatly improved our global classified and unclassified informational technology infrastructure. However, the future will demand more rapid exchange of high-quality information, more effective collaboration of all agencies operating overseas and more support for mobile computing anytime, anywhere—all with enhanced security. With every Department program now dependent on IT, from simple e-mail to specialized systems, these investments are essential.

We are not just asking Congress for more money. We are at the same time undertaking a variety of efforts to improve operational efficiency and ensure that the resources Congress provides us are used well.

We have already made great progress. We recently became only the second agency of the 26 participating in the President's Management Agenda to achieve green status (the top score) on all five Government-wide ini-

tiatives—the strategic use of human capital; competitive sourcing; the expanded use of E-Government; improved financial performance; and budget and performance integration.

Reform initiatives now underway include regionalization, rightsizing, shared services, State/USAID integration/cooperation in the management area and process standardization.

Through regionalization and bringing work back to the U.S., we will redefine and strengthen regional support operations by conducting as many nonlocation-specific functions as possible from a remote location.

We have established a regular rightsizing review process for all posts overseas, including new embassy compound construction projects, focused on linking staffing to mission goals, eliminating duplication and promoting shared services and competitive sourcing. All missions now must complete such a study every five years.

Shared services are key to changing the way we do business. The Bureaus of Administration, Human Resources, Information Resource Management and Resource Management are piloting shared services projects to streamline inefficient or redundant administrative services, optimize bureaus' core competencies and lower costs while improving customer service.

State and USAID are working to eliminate duplication and nonessential U.S. government presence overseas through consolidation of administrative support services. This will begin with those missions that will be collocated in embassies currently under construction or planned in the next few years through developing joint regional administrative platforms. State and USAID are also working on integrating the two agencies' unclassified networks.

Defining process flows is intended to improve efficiencies and customer service by mandating the adoption of best practice processes worldwide and eliminating the current "island" approach that allows each post to individually adopt unique standards and processes. ■

NEWS

State Employees Honor Arlington's Veterans

State Department employees Thomas Bleckley and Alison Bowling took a personal leave day on December 14 to participate in what has become a new holiday tradition: placing Christmas wreaths on more than 5,000 veterans' graves at Arlington National Cemetery.

The volunteer program, started by Morrill Worcester of Harrington, Maine, attracted national media attention this year. Worcester had for years been laying the wreaths, manufactured by his privately owned company, at Arlington. Bleckley and Bowling, both military veterans who work in the Office of Policy and Regulations in the Bureau of Information Resource Management,

joined some 600 volunteers in placing 5,260 wreaths on a warm December day.

"I served 25 years, active duty in the U.S. Army, traveling all over the world, and I

have never been touched as I was on this day," Bleckley said. "We would like to see more State personnel participate in this project next year."



Tom Bleckley and Alison Bowling took personal leave to help honor veterans in Arlington National Cemetery.

PLUS >>> A Farewell to Charms + State Honors Life and Legacy of Benjamin Franklin + FSOs Needed—To Complete Job Survey + State Uses Web to Clear and Track Grants + Foreign Affairs Day Set for May 4 + Free Equipment Leads to First-Class Fitness Center + A Little Help Goes a Long Way in Rwanda + CFC Donations top \$2 Million + Marine Reunion to Honor Tehran Captives + Warsaw Reaches Out to Families in Crisis



Before their final farewell to the wooden embassy, Ambassador Robert Dieter gathered the entire staff for a photo.

A FAREWELL TO CHARMS

The U.S. Embassy in Belize City, with 76 years of rich history, had long been touted as the “last wooden embassy”—until November, when a new embassy building opened its doors in Belmopan, the capital of Belize located 55 miles inland.

The Belize City embassy building was erected in 1866 in New England and then, along with a few other buildings, knocked down and sent as ballast in freighters to Belize City. The building was reassembled there and served as a home to P.W. Shufeldt, a prominent U.S. citizen, until 1930 when the U.S. purchased it.

The first U.S. consul who worked there, G. Russell Taggart, was the victim of a tidal wave in 1931. He was swept out to sea and his body was never recovered. The first vice consul, Culver Gidden, married Shufeldt’s daughter, and the family lived on the second floor while business was carried out downstairs. Six Gidden children were

born in the building between 1931 and 1942. Consuls’ families lived there as late as 1980.

The second floor later served as offices for the ambassador and deputy chief of mission.

The structure has withstood extensive damage. Water from Hurricane Hattie in 1961 was more than 12 feet deep—up to the second floor; mud from Hurricane Greta in 1978 was more than a foot deep.

But local wildlife has caused the most destruction. During construction of the consular unit, a crocodile was found living under the embassy, and termite mounds more than six feet tall were found within the walls.

Columns have been replaced, exterior stairs built and a consular unit added, but the charm of the building has remained.

State Honors Life and Legacy of Benjamin Franklin

The life and legacy of America's first diplomat, Benjamin Franklin, was honored January 10 at a gala dinner in the Benjamin Franklin State Dining Room.

Kurt Volker, principal deputy assistant secretary for European and Eurasian Affairs, welcomed the 130 guests, including former Washington Redskins quarterback Sonny Jurgensen, philanthropists Robert and Clarice Smith, Treasury Under Secretary Robert K. Steel and Lady Catherine Manning, wife of United Kingdom Ambassador Sir David Manning.

Over the past few years, the British ambassador and consuls general have hosted similar events for the Benjamin Franklin House Foundation, but this was the first time one had been hosted by the U.S. government.

Volker grew up just outside of Philadelphia and recalled Franklin as his hometown hero.

"Franklin was our man," he said. "My favorite part of trips into the city was a visit to the Franklin Institute, a great, hands-on science museum for kids and a tribute to his role as an inventor. We took pride in knowing that Franklin established our first public company, our first public library, our first insurance company and

our first medical school, at the University of Pennsylvania, which Franklin also founded. He was first in practically every field.

"Most importantly for me, as a diplomat, is his embodiment both of our values as a nation and their reflection abroad. Few people have done more to make our country better. And few people have done more to strengthen America's critical alliances in the world and export the American ideal of freedom."

The State Department co-sponsored the event with the Benjamin Franklin House Foundation, a nonprofit organization whose primary grantee is the Benjamin Franklin House in London, the only known existing home of Franklin. He lived in the house between 1757 and 1775, while lobbying for the American colonies. The house was recently restored and opened in January 2006, the 300th anniversary of Franklin's birth, as a living museum. It already has drawn 10,000 visitors.

Walter Isaacson, renowned author and Benjamin Franklin biographer, spoke at the event, along with Dr. Marcia Balisciano, director of the Benjamin Franklin House in London.

For more information, visit www.state.gov/p/eur/rls/rm/78632.htm.

FSOS NEEDED— TO COMPLETE JOB SURVEY

How can a Foreign Service officer influence who gets hired and promoted and the content of Foreign Service Institute training courses?

Many FSOs may not realize that the knowledge and skills tested by the Foreign Service examination and oral assessment, the precepts used by selection boards and the courses offered by FSI—to name a few examples—are based on information collected in a "job analysis."

A job analysis is a systematic procedure for collecting information on what employees do in their jobs and the knowledge, skills and abilities required to do the jobs. It is, in effect, a snapshot of Foreign Service generalist work.

A job analysis has been conducted by State about every decade over the last 50 years. One is underway right now. Every FSO will have the opportunity to provide input.

In Phase 1 of the job analysis update, groups of FSOs across different career tracks reviewed the task and knowledge lists

from the last (1997-98) job analysis. Among other things, these officers identified what is new about the work and what knowledge, skills and abilities are needed to perform it well. Many FSOs have already participated in this phase.

The results are being used to develop Phase 2, an online survey that each FSO will be asked to fill out, with specific reference to his or her current position. The answers will provide precise measurements of what tasks are actually performed and what knowledge and skills are truly needed to perform in each FSO position.

The survey should be available in March and will take about an hour to complete. A sufficient number of FSOs must complete the survey for the results to be usable. Given the importance of the job analysis to various human resource functions, the Director General requests that all FSOs complete the survey.

Don't miss this chance to influence the hiring, training and promotion process.

State Uses Web to Clear and Track Grants

The State Department plays a key role in research grants allocated to foreign recipients by the National Institutes of Health.

In 2005, the NIH spent nearly \$700 million in grants that involved more than 130 countries through collaborative research between U.S. and foreign scientists. The Department's role is to facilitate communication between NIH's Fogarty International Center and overseas posts to review research programs and ensure consistency with the foreign policy objectives of the United States.

A new system makes that process easier. In the past, the Fogarty Center transmitted each request to posts by cable for foreign policy clearance. Now the center has migrated to a Web-based Foreign Tracking System, which allows for faster clearance through embassies and acts as a database, allowing for easy tracking of foreign NIH-funded research by NIH, State and embassies.

The Department and the Fogarty Center first tested the system with three posts (London, Ottawa and Rome), then expanded the system to 27 others. As of January 1, all posts have started to use the new FTS.

For more information on the FTS see <http://www.fic.nih.gov/news/fts/fts.html>. The Office of International Health Affairs in the Bureau of Oceans and International Environment and Scientific Affairs is the point of contact in the Department.





Foreign Affairs Day Set for May 4

This year's Foreign Affairs Day, the annual homecoming for State Department Civil and Foreign Service retirees, will take place Friday, May 4.

In addition to the keynote address scheduled to be delivered by Secretary Condoleezza Rice, this year's program will include off-the-record seminars from the regional bureaus on topical foreign policy issues; a panel discussion on "Maritime Security in our Ports—The Facts" about how the public and private sectors work together to improve the security of our ports; the American Foreign Service Association Memorial Plaque Ceremony and the elegant traditional luncheon in the Ben Franklin Room (\$40 per person, 250-person maximum, first come first served). There will also be lots of opportunities to catch up with old friends.

Invitations were expected to be mailed out in early March. Those who would like to receive an invitation should send an e-mail to foreignaffairsday@state.gov with full name, retirement date (month and year), street address, e-mail address and phone number.

Free Equipment Leads to First-Class Fitness Center

How do you create a quality fitness center in a small African post with few amenities and little discretionary cash for quality-of-life improvements? All it took for Lilongwe was a creative management officer with an eye on the bottom line—and lots of patience.

Management Officer Craig Cloud was perusing the Frankfurt Excess Property Unit's Web site in 2005 looking for a cheap delivery truck, when he noticed a bunch of excess gym equipment. Cloud asked that the equipment be included in the same shipment with the truck, thinking he could figure out where to put it later.

Gym equipment worth more than \$20,000 arrived in February 2006 and took up a place of honor under the parking shed. Total cost to post: \$400.

Merging warehouse operations with the U.S. Agency for International Development eventually opened up a gym-sized space above the health unit, and 2005 rollover funds were used to renovate the former warehouse space into a fitness center. The General Services, Facilities Maintenance, Procurement and Information Management sections worked on the project jointly and the facility was ready to open in December.

A contest was held to pick a name for the facility. The winning entry—suggested by

Locally Employed Staff Chrissie Makhambera and Dyson Nyaka—was Umodzi, which means "unity" in Chichewa.

Umodzi opened in December and has already attracted a loyal clientele of Mission staff.

"Compared to what's available in Malawi, Umodzi has world-class equipment, great facilities and an excellent video and sound system," said embassy cashier Richard Mbaisa.

Ambassador Alan Eastham called the new addition "a great improvement to quality of life at Post" and commended Cloud for his tenacity in making it happen. He encouraged all Mission members to use the facility, adding, "Thanks to Craig, we now have no excuse not to get in shape."

On his role, Cloud was characteristically modest: "Where I'm from, it's just hard to turn down something somebody's giving away for free."



Regional Security Officer Maureen McGeough shows colleagues how it's done.

A LITTLE HELP GOES A LONG WAY IN RWANDA

Last October, the Self-Help team and a caravan of the U.S. Embassy in Kigali staff headed to Gicumbi District with 12 journalists in tow to visit four projects among 17 selected for funding nationwide. This was the first chance to see how local associations were using their first batch of funds.

Just 70 kilometers outside Kigali, Gicumbi District is representative of much of Rwanda, where close to 90 percent of the population is still engaged in agricultural activities. After an hour on the tarmac road from Kigali, the convoy took an additional 30 minutes to climb insanely steep, dirt roads and cross some very suspect bridges to reach the first site, a carpentry and masonry project.

As the convoy rolled up, several people were hard at work with their new tools. Gunnery Sergeant Vincent Juarez, the embassy sponsor for the project, went straight to work reviewing receipts and inspecting the equipment that had been purchased. Since there is no electricity in the region, all of the work is done with hand tools.

At the next site, project members greeted embassy staff members with a special song and dance that celebrated the group's partnership with the embassy. They took staff around to local households that had used their grant to purchase pigs. The community intends to use proceeds from the sale of piglets to pay school fees for their children, buy medications and meet other basic needs. Project sponsor Jack Sibal, the Mission's health practitioner, was a wealth of information about rearing pigs, since he owned pigs himself once.

Each association was appreciative for the assistance and for the visit. The small amount of money they receive goes a long way in enabling them to improve their lives. But they are not the only ones to benefit from the Self-Help program. All of the embassy sponsors



Association members put their new carpentry tools to work.

were deeply affected by what they saw and agreed that visiting these projects offered a unique opportunity to see how ordinary Rwandans live.

CFC Donations Top \$2 Million By George Staples

As Vice Chair of the Department of State's 2006 Combined Federal Campaign, I wish to thank everyone who participated in the most recent campaign. The Department again exceeded its goal of \$2 million in donations to the 2006 CFC. As of February 27, State achieved 108 percent of its goal, and cash, checks and pledges were still rolling in. On behalf of the Secretary, the CFC Chair for the Department, I wish to thank all keyworkers, the Secretary's champion Glyn Davies, CFC loan executive Cathy Tullis and the staff of the Office of Employee Relations for their extraordinary efforts to ensure the success of this year's campaign.

The results of this year's campaign reveal that 3,777 employees—active and retired—contributed more than \$2,171,000 to the campaign. The average individual contribution was \$576, which

is one of the highest rates of contributions within the agencies of the U.S. Government.

The Office of Inspector General led the Department in percentage of employees participating in CFC. This year, 83.5 percent of OIG employees made campaign contributions. The Bureau of Refugees and Migration was in second place with 83.1 percent rate of participation. PRM received the President's awards for extraordinary support of CFC, and OIG will also receive this award.

The Bureau of Political-Military Affairs exceeded its goal for collecting campaign contributions by 203 percent. The Bureau of South and Central Asian Affairs followed with 180 percent. Eighteen additional bureaus also exceeded their collection goals for 2006, including Bureau of Western Hemisphere Affairs;

Bureau of East Asian and Pacific Affairs; Bureau of International Narcotics and Law Enforcement Affairs; Bureau of African Affairs; Bureau of European and Eurasian Affairs; Bureau of International Information Programs; Bureau of Near Eastern Affairs; Bureau of International Security and Nonproliferation; Office of Inspector General; Bureau of Population, Refugees and Migration; Office of Executive Secretariat; Office of Intelligence and Research; Bureau of Educational and Cultural Affairs; Bureau of Oceans and International Environment and Scientific Affairs; Office of the Legal Advisers; Bureau of Consular Affairs; Bureau of Human Resources; and Bureau of Resource Management.

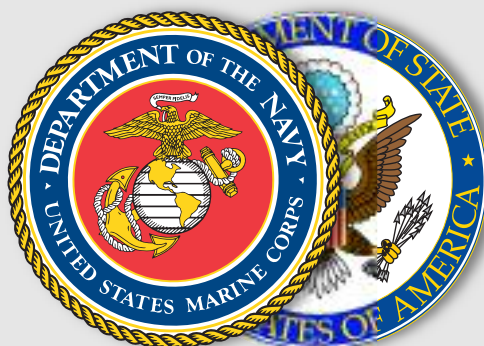
The author is Director General of the Foreign Service and Director of Human Resources.

Marine Reunion to Honor Tehran Captives

The Marine Embassy Guard Association will hold its annual reunion April 26–29 at the Marriott Fairview Park Hotel in Falls Church, Va.

This year, the association will celebrate its 10th anniversary and honor those who served in the Tehran Marine Security Guard Detachment who were held captive from Nov. 4, 1979 to Jan. 20, 1981.

Foreign Service and State Department personnel are invited to attend. For more information, contact reunion chairman Tom Butler at 212-734-7668 or butler_dugan@msn.com.



Embassy Warsaw Reaches Out to Families in Crisis

In Poland, the economy is booming for some, but many find themselves struggling to make ends meet. An accident or sudden illness can result in a family spiraling out of control.

Last Christmas, people from the U.S. Embassy in Warsaw developed a partnership with a locally run charity, the Warsaw Volunteer Mission, to match

embassy families with local families who had fallen on tough times.

WVM's "Families in Crisis" program extends a helping hand to Polish families, many with terminally ill children, parents who suffer chronic illness or recently released prisoners trying to rebuild their lives.

Embassy families were invited to sponsor 21 Polish families for Christmas. Not only did every family find a sponsor, but WVM was also able to expand the program owing to the generosity of individuals and families within the Mission. Families shared their baked Christmas cookies and found happy homes for many new and some gently used toys, including a pinball machine.

The family of Przemek Wytrikowski was able to enjoy one last wonderful holiday season with their terminally ill teenage son. Przemek, who suffered from muscular dystrophy, died peacefully in early January. The family's embassy sponsors continue to work with them. They are not alone. Others have continued to provide financial and moral support for Polish families who have nowhere else to turn.

For everyone involved, it was a wonderful way to share the holiday magic and make a difference in the lives of dozens of Polish families.



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The submission deadline for the June 2007 issue is April 15. The deadline for the July/August 2007 issue is June 1.

The New Foreign Service Officer Selection Process

When I was appointed Director General, I initiated a review of the way we select Foreign Service officers. I was determined that we continue our tradition of selecting the best people, but I also wanted to improve the process. I set three specific goals: to improve our ability to find the best, to compete more effectively with the private sector to attract the best and to make our process faster in hiring the best.

I undertook this review with care, consulting with the highly respected McKinsey & Company and many FSOs. Under Secretaries Nick Burns and Henrietta Fore took an active interest, and Secretary Rice strongly supported the effort. In the end, we adopted a total candidate approach, which means we will use a resume along with an online test to explore the candidate's full range of knowledge, skills and abilities.

What kind of people are we looking for? Principally, we want to keep getting the same high-caliber people we get now. But we also want to widen our field of vision to better identify candidates particularly suited to our work: people with proven leadership skills, relevant overseas and foreign language experience, solid interpersonal skills, strong organizational ability, a history of tenacity and achievement in difficult tasks.

We also want to make faster decisions on whom to hire, and then move quickly to hire new FSOs without delay. It still takes an average of 14 months to bring a new FSO on board. During that time, we often lose superb candidates to other employers who make it a point to decisively offer jobs quickly to the best candidates. We need to do the same.

With these thoughts in mind, we are redesigning the selection process to retain the best aspects of the current system, but also to improve it. This is how we anticipate the new process will look.

The Personal Narrative: Candidates will submit a structured personal narrative when they go online to enter the selection process.

Completing the narrative will be a prerequisite to taking the streamlined test. The narrative will elicit information on scholastic and work experience and will also invite candidates to highlight special skills and



experience, such as language ability and experience in jobs requiring direct engagement with people in hands-on programs.

The Foreign Service Officer Test: The familiar paper-and-pencil test will no longer be given. Instead, candidates will take an online test that will be available multiple times each year at commercial test centers in the U.S., and overseas at diplomatic posts and possibly at some commercial test centers. The test will be very similar to past Foreign Service written exams, a recognized best practice we are retaining, but shorter. Questions

will still be based on an analysis of Foreign Service job requirements. As before, an essay will be part of the test. Both the test and the essay will be scored, and candidates will need to pass both to advance to the next stage.

The Qualifications Evaluation Panel: A

qualifications evaluation panel will review the files of candidates who have passed the online test and essay. This panel, a new element to the process, will follow precepts that we are now drawing up in consultation with industrial psychologists and the Legal Adviser's office. The panel will look at the test score, essay score and personal narrative to determine which candidates will move forward to the oral assessment.

The Oral Assessment: McKinsey judged our oral assessment to also be a best practice. We have decided to keep the oral assessment just as it is. The oral assessment will continue to be the bedrock of our selection process.

Overall, this will be a very accessible process. We will open this new online process this summer, starting with a limited number of candidates in the U.S. only. Then, starting in the fall, we expect a total of about 20,000 candidates yearly to enter the process during four windows each year. Abroad, we are working with posts to develop the capacity to administer the online test.

In the end, the new Foreign Service officer selection process will retain the fundamental qualities that have always distinguished it: highly competitive and merit-based. The integrity of the process will remain its hallmark.

But the changes will be noteworthy. The selection process will become more accessible, with the personal narrative and the Foreign Service Officer Test available worldwide multiple times each year. The process will be more competitive as the evaluation panel weighs more information about each

"Principally, we want to keep getting the same high-caliber people we get now."

candidate. The process will be faster, enabling us to hire new FSOs quickly. In the end, I am confident we will become even more effective at selecting dedicated, capable people to become our outstanding FSOs of the future. ■

*President Herbert Hoover at his desk
in the White House.*



Hoover the Hero

EXHIBIT HONORS FORMER PRESIDENT'S ROLE IN SAVING BELGIANS **BY BRIAN DICK**

How is it possible that one of the greatest humanitarian relief operations in modern history has been almost completely forgotten?

The U.S. Embassy in Brussels wondered the same thing last year and did something about it.

The operation started in Belgium in 1914 and relied on the heroic determination and managerial genius of Herbert Hoover. It saved 10 million people from starvation. More than \$200 million was collected and three million tons of food and clothing were moved to desperate people in Belgium and parts of France.

Most Americans think of Hoover as the man who was president when the stock market crashed and the Great Depression gripped the country—a one-term president overwhelmed by events. But in Belgium,

Herbert Hoover is a hero. Belgians remember him as the brilliant engineer who worked unstintingly with other volunteers to accomplish the impossible: persuade the British and Germans to permit the importation of food through enemy lines to millions of starving civilians.

Just weeks after the German invasion of Belgium, Hoover organized the Commission for Relief in Belgium, which saved all of Belgium and a large part of northern France from famine during the German occupation and British blockade from 1914 to 1918.

The commission had the blessing of, but no official connection with, the governments of the United Kingdom, France and the U.S. Hoover won powerful supporters in those governments and wrestled large grants from them, but much of the CRB

money came from small private donations, especially from Americans.

Hoover worked with the Belgian leader of humanitarian relief, Emile Francqui, to get the food efficiently to the people. Hoover set up a network of more than 130,000 volunteers around the world. The CRB chartered its own fleet of food ships. The British let them pass through the ever-tightening blockade. The Germans let supplies enter Belgium through Rotterdam and kept their promise not to take the food for the German army.

Hoover crossed the English Channel 40 times to negotiate to keep the CRB functioning. Powerful factions in the British military, the U.S. and Germany took a dim view of the commission, which by all rights should have collapsed. Through hard work and single-minded determination, Hoover



Herbert "Pete" Hoover III shakes hands with Mrs. George Shultz, standing beside her husband. To Hoover's right is Ambassador Tom Korologos.

kept it going until April 1917, when the United States formally entered the war. At that time, he ceded control of the CRB to agents in The Netherlands and Spain.

When Ambassador Tom C. Korologos arrived in Belgium he discovered "Hoover this, Hoover that, Hoover everywhere," as he put it.

"There were Hoover streets, Hoover squares, Hoover libraries, Hoover foundations and the more I looked, the more Hoover I found," he said.

The director of the Belgian American Educational Foundation mentioned to him that the foundation's endowment originated from CRB funds left over after the war. More than 60 Belgian graduate students conduct research in

the U.S. each year on BAEF grants, making the program comparable in scope to the more famous Fulbright program.

So Ambassador Korologos decided to organize a program devoted to Herbert Hoover and Belgium. His partners were the BAEF, the Catholic University of Leuven and the Free University of Brussels, plus the Hoover Institution at Stanford University, the Hoover Presidential Library in West Branch, Iowa, and the Belgian Ministry of Defense.

He invited four distinguished historians from the U.S. to give seminars in Brussels and Leuven. The central event was a major exhibit, "Remembering Herbert Hoover and the Commission for Relief in Belgium." It opened at the Royal Military Museum in Brussels last October and ran through the end of the year, before traveling to other Belgian cities. Several prominent Belgian business leaders have begun

an effort to make the exhibit permanent.

President Bush sent a letter for the exhibit opening and Secretary Rice provided a videotaped greeting. Herbert Hoover's grandson, Herbert "Pete" Hoover III, from the Hoover Institution at Stanford, attended the opening, as did former Secretary of State George Shultz and other distinguished guests, including the Belgian minister of defense and the presidents of the federal House and Senate.

As Ambassador Korologos said: "Our project seeks to remind Belgians and Americans that our countries have been friends for a long time and that the United States has helped when help was needed." ■



Former Secretary and Mrs. Shultz view the exhibit.



School children listen to Ambassador Korologos at the exhibit opening.

The author is a program assistant in the Office of Public Diplomacy at the U.S. Embassy in Brussels.



Consul General Gregory W. Slayton, back row, third from right, visits with the new Alumni Association to help plan the next public diplomacy project.

Bermuda Impact

Can a small post with no history of public diplomacy to speak of and no budget to start actually conduct an effective PD program?

Hamilton, Bermuda, is a small post that faced those same drawbacks, but it has proven that innovation, dedication and discipline can overcome most obstacles. When Consul General Gregory Slayton arrived in Hamilton in 2005, he made PD a priority, focusing on Under Secretary Karen Hughes' "E" tactics: engage, exchange, educate, empower and evaluate.

To jumpstart a program without funds or staff, Slayton first reassigned a top Locally Employed Staff member as the post's public diplomacy specialist. Together, they constructed a PD portfolio matrix to ensure maximum impact for minimum effort, while partnering extensively with like-minded organizations. In year one,

Hamilton completed more than 100 PD projects and raised the post's profile and the overall respect for the U.S. role in Bermuda to levels not seen in many years.

Keys to Success

Hamilton found four simple keys to a successful PD program.

- Appoint an LES member as PD specialist to help build mutually respectful relationships with local media that could generate positive press coverage.
- Use TV and radio extensively and stay on message. Successful marketing is the effective repetition of a message directly relevant to the target audience. The post's simple message—America Cares about Bermuda—underscores every PD effort in Hamilton.
- Diplomacy through deeds works. Positive local news about consulate deeds

trumps news about even highly negative international events.

- Use the portfolio matrix concept and partner extensively. Avoid the "No Go" quadrant, focus on "Piggyback PD" and undertake "Partnership" projects only when partnering with like-minded organizations. Effective partnerships dramatically leverage PD reach and impact.

Leveraging Assets

To offset the budgetary problems, Hamilton looked for ways to utilize existing outreach assets within the Department. For example, post explored the Voluntary Visitor Program, which sends local government and nonprofit professionals to the U.S. to confer with their U.S. counterparts.

With support from Foreign Service officer Dan Sreebny in London, Hamilton

POST PRACTICES SUCCESSFUL PUBLIC DIPLOMACY ON A SHOESTRING
BY ASTRID BLACK AND MATTHEW JOHNSON

raised funds from locally-based American companies to cover international airfare. The Bureau of Cultural Affairs covered other costs, while Lucy Weber, chief of the Voluntary Visitors Division in the Bureau of Educational and Cultural Affairs, and her staff formulated VolVis itineraries.

Hamilton used the VolVis program well, with the 2005 and 2006 efforts getting positive reviews and excellent press coverage. Bermuda Prime Minister Ewart Brown recently said that VolVis has “captivated the collective imaginations of our two countries.”

While it was a challenge to start, VolVis is now a key component in Hamilton’s annual public diplomacy arsenal. In 2007, post will add a VolVis alumni program to further strengthen U.S. ties with Bermuda.

Post also found more traditional methods to bolster public diplomacy. Although there had been no ART in Embassies program in Bermuda for years, Marina Slayton worked with ART Program Director Anne Johnson and Curator Sally Mansfield to create an exhibit of memorable and illuminating American art for the official residence.

Because of the program, hundreds of Bermuda’s leaders have reflected on the heritage of the U.S. as seen through the eyes of American artists. ART is a vital component of overall public diplomacy efforts, especially for a post with no PD budget.

Hamilton partnered with the American Society of Bermuda to celebrate the July 4th and Thanksgiving holidays. The partners

raised more than \$300,000—a third of which was donated to charity—to host almost 5,000 guests at an Independence Day extravaganza themed “Celebrating Freedom, Giving Back to Bermuda.”

The joint Thanksgiving Celebration drew almost 500 guests, and again benefited a local charity. Press coverage for both events, including op-eds in Bermuda’s largest daily, was substantial and uniformly positive.

Changes in U.S. travel regulations generated inventive partnerships with private and public sector organizations. In addition to extensive TV, radio, Internet, press and poster/flyer efforts, Hamilton also worked with local travel agents and other executives to address key target markets.

One innovative program was a free partnership with Bermuda’s largest milk supplier that resulted in eye-catching ads explaining passport requirements on more than 150,000 milk cartons. These efforts resulted in near-blanket coverage of the issue and widespread appreciation for U.S. efforts to prepare Bermudians and others for the upcoming changes.

Piggybacks

To celebrate the 100th Anniversary of the famous Newport-Bermuda yacht race, the post worked with the U.S. Coast Guard to ensure the USCGC *Eagle* was in Hamilton to host a reception for Bermuda’s top leaders and Her Royal Highness Princess Anne. This celebration of friendship among the U.S., the U.K. and Bermuda resulted in a wave of positive publicity for the U.S. Armed Forces.

In another piggyback event, the post used regular representational funds to host a “Harvard in Hamilton” reception for Bermuda’s top leaders at the official residence. The event featured four Harvard Glee Clubs that were in Bermuda for other events.

No-cost PD opportunities help reinforce the message. One valuable no-cost tool is post’s own Web site, which is updated frequently with PD and other messages. With the support of the Bureau of International Information Programs, through its Content Management System, Hamilton’s Web site continues to evolve as an effective distribution mechanism.

As another example, CG Slayton signs daily letters of congratulation to Bermuda residents who have



Azalea, a watercolor by artist Maruta Racenis of Richmond, Virginia, is part of the ART in Embassies contribution to public diplomacy in Bermuda.

done something of note, a no-cost strategy that reflects post’s interest in local affairs. Using regular representational funds, he hosts quarterly breakfasts with prominent Bermudians on topical issues such as education and youth development.

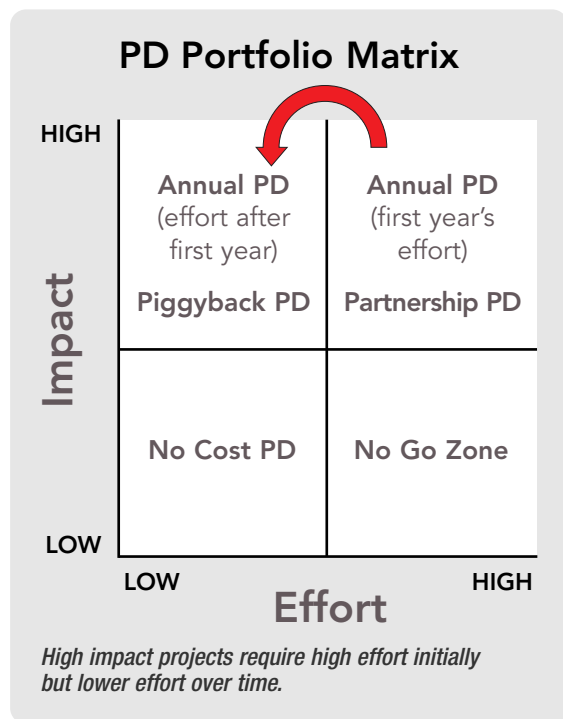
Post also participates in non-State-sponsored programs. For example, Bermudians are nominated to attend U.S. Patent and Trademark Office’s intellectual property rights training programs, with training costs paid by PTO. Similarly, post nominates Bermudians for scholarships to attend the World Scholar Athlete Games. Expenses for both these programs are covered by non-State sources and local press is quite favorable.

Lessons

So any post—small or large, budget or no budget—can effectively practice public diplomacy, with some creative thinking and hard work. The first step should be appointing a PD specialist dedicated to establishing mutually respectful relationships with the media. Choosing a locally relevant message—and constantly reinforcing that message—using the PD portfolio matrix helps impose discipline on the project selection process. And partnering with like-minded organizations enables a small post to do far more than is possible alone.

It is therefore possible—with innovation, dedication and discipline—to conduct effective public diplomacy on a shoestring. Ask Bermuda. ■

Astrid Black is the public diplomacy specialist and Matthew Johnson is the deputy principal officer in Hamilton, Bermuda.





Narcotics Action Section intern Olga Cruz and NAS program assistant Arturo Cabrera pause on the road to Uyuni during site inspections of counter-narcotics police posts.

La Paz Leadership

REACHING OUT TO BOLIVIA'S FUTURE LEADERS **BY VALERIE O'BRIEN**

Bolivia is a diverse country with more than 30 different indigenous groups, including Aymaras and Quechuas who live in the high plains and valleys of the Andean region. While indigenous and mestizo Bolivians make up around two-thirds of Bolivia's population, they have long been excluded politically, socially and economically.

The past few decades have seen a rise in indigenous people's political and cultural consciousness and increased demands for a greater share in the country's economic and natural resources. In December 2005, Bolivians elected their first indigenous president, Evo Morales Ayma.

It was in this social and political context that the U.S. Mission in La Paz decided to intensify its search for innovative ways to engage indigenous audiences, especially young people. The mission had already begun reaching out to indigenous groups several years ago when it hired an Aymara advisor for the economic and political

section and a fluent Aymara speaker to monitor and translate radio programs in rural communities for the public affairs section. Similarly, the U.S. Agency for International Development had been targeting the lion's share of its development assistance efforts to the indigenous poor for many years, from support for microfinance and increased access to justice to greater engagement of indigenous microenterprises in high-value export chains.

USAID developed an inclusion initiative in 2005 designed to diversify its workforce, launched an indigenous internship program, provided Aymara language training for staff and expanded public outreach to activities with indigenous communities. The Department of State requested and obtained post language grant funding from the Foreign Service Institute to initiate Aymara language classes. Some American officers and Locally Employed Staff are currently enrolled in Aymara classes.

Priority Outreach

The public affairs section's top priority in Bolivia is to reach out to indigenous and youth audiences in all its public diplomacy programs. As part of this strategy, PAS proposed and received Bureau of Educational and Cultural Affairs funding for a four-week Study of the U.S. Winter Institute, a program that introduced the students to the history and culture of the U.S. and provided them with leadership training. The program took place in January 2006 in Amherst, Mass., and Tucson, Ariz. Fifteen indigenous university students, all from underprivileged backgrounds, from across Bolivia were selected to participate in the program.

In addition to gaining new perspectives and a deeper understanding of U.S. culture and democracy, the students also developed a strengthened desire to work for change in their own country. To sustain the momentum from this positive exchange experience, the U.S. Embassy in La Paz



Left: From left, National Coca Control Group chief Lt. Col. Stanley Tintaya, NAS legal advisor Mario Montaña, NAS intern Olga Cruz, NAS program assistant Grace Dibos and Regional Coca Control Group chief Capt. Javier Olaguibel visit a counter-narcotics checkpoint in the Cochabamba region. Below: Public Affairs Section Intern Fernando Villca, right, attends a reading session with school children at the U.S. Embassy stand at the International Book Fair.



offered the students scholarships to study English and implemented an indigenous internship program for alumni of the exchange program.

Three Aymara students from rural areas near La Paz took part in the internship program. Ruben Hilari worked in the management section, Fernando Villca interned in the public affairs section and Olga Marina Cruz joined the narcotics affairs section.

USAID's also launched a similar internship program, which included the participation of six Aymara university students. Panfilo Montesinos and Policarpio Apaza works on alternative development issues; Joel Mendizabal works with the economic opportunities office on income-generating activities; Aurelia Montesinos assists the food security unit; Jhony Quispe supports the democracy team; and Severo Vargas works with the health team. Panfilo, Policarpio and Aurelia were all selected to participate in the PAS Winter Institute program in January 2007.

Cultural Gaps

The embassy internships recently concluded, and the three embassy-sponsored students presented a brief report to the entire mission on what they learned from their experience. All three said they were impressed with the high standards, professional ethics and collegial work environment at the embassy.

One of the interns said every time he entered the embassy, it was like going to the

U.S. Though the U.S. embassy environment was markedly different from that of the Bolivian public sector, in many ways the real challenge was not in adapting to the Americans, but in overcoming the negative stereotypes held by other Bolivians in the mission. Management Counselor Kimberly DeBlauw and USAID/Bolivia Director Michael Yates championed the internship program as a way to begin bridging the deep cultural gaps between indigenous and non-indigenous Bolivians.

"Local staff served as mentors for the first time, and as such, acquired new skills as well as insights from the interns on ways to improve embassy and USAID programs," said DeBlauw. "The experience has been invaluable for all."

The nine embassy and USAID interns quickly formed part of their respective teams despite some initial concerns. Several interns said the experience surpassed all expectations. Not only did they learn about the various management and foreign assistance functions, NAS eradication and drug prevention efforts, USAID development programs and PAS public diplomacy programs; they also took computer and English classes, assisted with PAS book donations in various cities, visited USAID projects, attended official receptions and took part in a variety of other mission activities.

In addition to the practical and professional skills they acquired, all learned much about U.S. efforts to strengthen democracy, expand economic opportuni-

ties and support alternative development in Bolivia. The interns said they felt privileged to have had the chance to get an inside view of the embassy and USAID, since most Bolivians are unaware of what the U.S. Mission actually does.

"I was amazed to learn that USAID has so many programs in Bolivia and how much the U.S. is doing to help us," said one USAID intern.

Yates notes that "the interns are now anxious to share their very positive experiences working with the U.S. Government not only with their home communities, but more broadly." The public relations benefits could be important, especially as this program expands.

All sections came away satisfied and agreed that they benefited greatly from the contributions and unique perspectives the interns brought to their work. One LES mentor working in PAS noted that insights offered by the PA intern helped the section fine-tune its programs and materials so it could more effectively reach out to indigenous audiences; USAID mentors working with the food security and health interns made similar comments.

Given the success, the U.S. Mission will likely continue the internship programs. USAID says it is definitely continuing the program and is expanding it to implementation partners. ■

The author is the cultural affairs officer at the U.S. Embassy in La Paz.



Consul General Jo Ellen Powell receives a poster made by girls who attend the Ulu Camii mosque in Bad Homburg, a suburb of Frankfurt.

"Windows on America"

Ever since their arrival in August 2005, Ambassador William R. Timken and his wife Sue have made it a priority to reach out and engage the Muslim community in Germany.

One of the most exciting initiatives in their first year has been the development of the program "Windows on America," which gives high school students with immigrant backgrounds the opportunity to travel to the U.S. for a 10-day educational program. These students, largely Muslim and under-represented in traditional exchange programs, have the chance to become personally acquainted with Americans and the American way of life.

The program is a public-private partnership, financed through donations from German and American companies and organized and administered by the

Mission's public diplomacy sections. Ambassador and Mrs. Timken hope that the program will encourage more positive views of the U.S. among the next generation of

encourage lasting relationships between American and Muslim German youth.

Firsthand Impressions

The first group to participate in the program was organized in Duesseldorf in June 2006. Since then, two groups from Berlin have had the opportunity to gain firsthand impressions of American society and culture.

Participants travel to cities such as New York and Washington for a very full program that includes visits to well-known places such as Ellis Island and Ground Zero and to typical American gathering places such as community centers and museums. They also stay with host families and visit American high schools, where they meet directly with their peers. The students come back with greatly altered views about the

YOUNG GERMAN
MUSLIMS GET A FRESH
VIEW OF THE U.S.

BY SCOTT RAULAND
AND
RUTH ANNE STEVENS

German youth from immigrant backgrounds and promote understanding and



Above: Ambassador Timken, right, and U.S. Army chaplain Abdul-Rasheed Mohammad greet a guest at an Iftaar hosted by Consul General Powell in Frankfurt. Below: Ambassador and Mrs. Timken look at a picture at the opening of the exhibit on American mosques.



United States, as well as lasting contacts with their new American friends.

"This project has given me a new perspective of the U.S., and it has forced me to reevaluate my beliefs and prejudices about the U.S.," said one German student.

Efforts are now underway to organize a fourth group of students for the "Windows on America" program, this time in Frankfurt with a focus on a girls-only group that appeals to families of more conservative backgrounds. Frankfurt Consul General Jo Ellen Powell visited the Ulu Camii Mosque near Frankfurt in December to meet with students and interested parents. The children were very interested in hearing about America and asked Ms. Powell numerous questions about the United States and her personal life. The chairman of the Frankfurt

chapter of the Turkish-Islamic Union of the Institute for Religion (Ditib) thanked the Consul General for her visit and expressed a strong interest in contacts with the Muslim community in the United States.

The visit not only attracted attention in the German media, but the Turkish daily *Hürriyet* (60,000 circulation for the European edition) also carried a story on December 12 about the visit and the efforts to organize a "Windows on America" group.

The idea for a girls' group evolved out of a roundtable for Muslim women leaders hosted by Mrs. Timken and CG Powell in September 2006. Special requirements for the host families will be considered, and two female Muslim chaperones will accompany the group.

Together with Ms. Gonca Aydin, a Turkish theologian who is responsible for interreligious dialogue with Ditib, the U.S. Embassy in Berlin and the Consulate General in Frankfurt invited girls to apply. The group was selected through a contest for which the participants were asked to write a short essay about their "Window on America." Ambassador and Mrs. Timken met with interested girls and their parents for a town hall meeting in Frankfurt on January 18 to explain the program and the selection procedure.

Prior Engagements

This "Windows on America" group is building on several years of engagement efforts with Muslim groups in Frankfurt's consular district. This year's Iftaar reception hosted by Consul General Powell and attended by Ambassador and Mrs. Timken was well received by the Muslim community.

Army Chaplain Abdul-Rasheed Mohammad led the prayer. Before the Iftaar, Ambassador Timken and CG Powell opened an exhibition about American mosques at the Frankfurt City Library's international branch, located in the Gallus district where many Muslims and other people with immigrant backgrounds live. This exhibit, which has since traveled to several other cities in Germany, shows new audiences the diversity of Muslim life in America and the successful integration of Muslims in the U.S.

Since the successful completion of the pilot projects in Duesseldorf and Berlin, "Windows on America" has expanded into a nationwide program. In addition to the girls' group from Frankfurt, public diplomacy staff members are planning projects with groups across Germany and anticipate sending approximately 100 students per year on this program.

Major German and American corporations have responded positively to the Timkens' initiative by contributing more than \$250,000 to the effort to date. The demands of organizing a program of this scale are more than offset by the rewards: the visible difference this program makes in the lives of the students and a greatly improved image of the U.S. among young Muslims in Germany. ■

Scott Rauland is the public affairs officer in Frankfurt; Ruth Anne Stevens is the assistant cultural affairs officer in Berlin and coordinator of the "Windows on America" program.

*Blue skies and bluer seas are just part
of the scenery surrounding the busy
U.S. Embassy in Suva.*





Suva

South Pacific Islands Abound
With Challenges and Charms

By Heidi Gibson

Below: Like a scene from Hollywood, the sun sets over Suva. Top right: Two future leaders of Kiribati show confidence in the small nation's future. Bottom right: The Suva embassy team lends several hands for Clean-up Fiji Day.



When they hear the words “South Pacific,” many people visualize gleaming white beaches with swaying palms, World War II Marines fighting across islands inch by inch, scantily clad tribes or even Rossano Brazzi singing “Some Enchanted Evening.”

What they probably don’t visualize is Suva, Fiji, a commercial and governmental center and a town with considerable charms.

The U.S. Embassy in Suva, with 19 direct-hire Americans, including the Peace Corps and Defense Attaché offices, has responsibility for all U.S. relations with five countries—Fiji, Kiribati, Nauru, Tonga and Tuvalu—plus consular and defense responsibilities for France’s Pacific territories.

The geography spans five million square miles, a huge swath of ocean speckled with mostly small islands and plenty of scenic vistas, plus diverse cultures and challenging work.

In the opinion of many, the greatest strengths of Fiji are its friendly people and laid-back atmosphere. In an area where the usual foreigners are “Aussies” or “Kiwis,” Americans are a bit of a novelty. It is impossible to go anywhere without receiving beaming smiles and friendly greetings of “bula,” which means hello. Life is casual. At official functions, men wear Hawaiian-style shirts. Locals refer to the relaxed pace as “Fiji time.”

Small Fish, Big Pond

Although many of the Pacific Islands look like picturesque outposts that the modern age has bypassed, they face issues similar to those other developing nations face. They are struggling to

compete in an era of globalization without the advantages of economies of scale or convenient location.

With the expiration of the World Trade Organization Agreement on Textiles and Clothing in 2004, Fiji’s textile industry largely collapsed. Fiji’s other traditional export earner, sugar, is also struggling. Tourism, though, is a winner, so long as there is political stability.

The U.S. has been a strong advocate for democratic values throughout the Pacific, but the road has been bumpy in Fiji, with four coups in 20 years. The most recent was last December, when the military commander grabbed presidential powers. That act triggered tough international sanctions, including by the U.S. Abroad, the Fiji military has a more positive record, having contributed over many years to peacekeeping operations around the world, including in the Sinai and with the United Nations in Iraq.

A Growing Hub

Fiji has long been a crossroads for the Pacific, and its population is a blend of Melanesians (like Papuans) and Polynesians (like Hawaiians). Suva, with a population of around 100,000 plus perhaps another 200,000 in nearby squatter settlements, hosts a large number of regional and international organizations.

The embassy is similarly developing into a regional hub. Last summer, the Department established an environmental hub for the Pacific in Suva. Fisheries, climate change and conservation of biodiversity are all issues of vital importance to the region and to the

U.S. The new hub officer, Joe Murphy, coordinates environmental initiatives across a dozen Pacific island countries in an area that encompasses both the world's largest and most productive fisheries and the majority of the planet's coral reefs and marine biodiversity.

This summer, a regional public affairs officer will arrive, dramatically increasing U.S. ability to engage with Pacific nations, which have 12 U.N. General Assembly votes—more than 6 percent of the total.

Multicultural Pleasures and Pains

Indigenous Fijians comprise more than half the population of what was once known as the “Cannibal Isles.” Missionaries, mostly Methodist, converted them to Christianity in the mid 1800s. About 40 percent of the population is Indo-Fijian, descendants of Indian workers brought in during the British colonial period to work on sugar plantations. The remainder of the population is Chinese, European and other Pacific Islanders.

During the course of a year, embassy staff sing carols at Christmas; dress in saris for Diwali, the Hindu festival of lights; and celebrate the birthdays of both the Prophet Mohammed and Queen Elizabeth II.

An official visit to a traditional Fijian village is always ceremonial and will include several bowls of kava, a mild herbal drug pounded from the root of a pepper plant.

The tightly knit embassy community eagerly participates in local activities. The embassy took second place in the recent diplomatic “Mini Olympics,” which featured events such as sack racing, gumboot tossing and the hotly contested tug-of-war. The embassy team for the annual “Clean-up Fiji” day helped tidy up Suva’s waterfront.

Suva is on the eastern, rainy side of Fiji’s main island, Viti Levu, which is about the size of the big island of Hawaii. Suva receives 120 inches of rain a year, encouraging tropical blooms in profusion. Pleasant resorts and the international airport range along the coast of the western, sunny side.

Even with the wet weather, outdoor activities are plentiful. Embassy staff hike, scuba dive and golf. Fiji’s coral

AT A GLANCE: FIJI



Capital
Suva

Government
Republic

Independence
October 10, 1970 (from the United Kingdom)

Population
906,000

Languages
English, Fijian and Hindustani

Total area
18,270 square kilometers

Approximate size
Slightly smaller than New Jersey

Currency
Fijian dollar (FJD)

Per capita income
\$6,100

Imports
Manufactured goods, machinery and transportation equipment

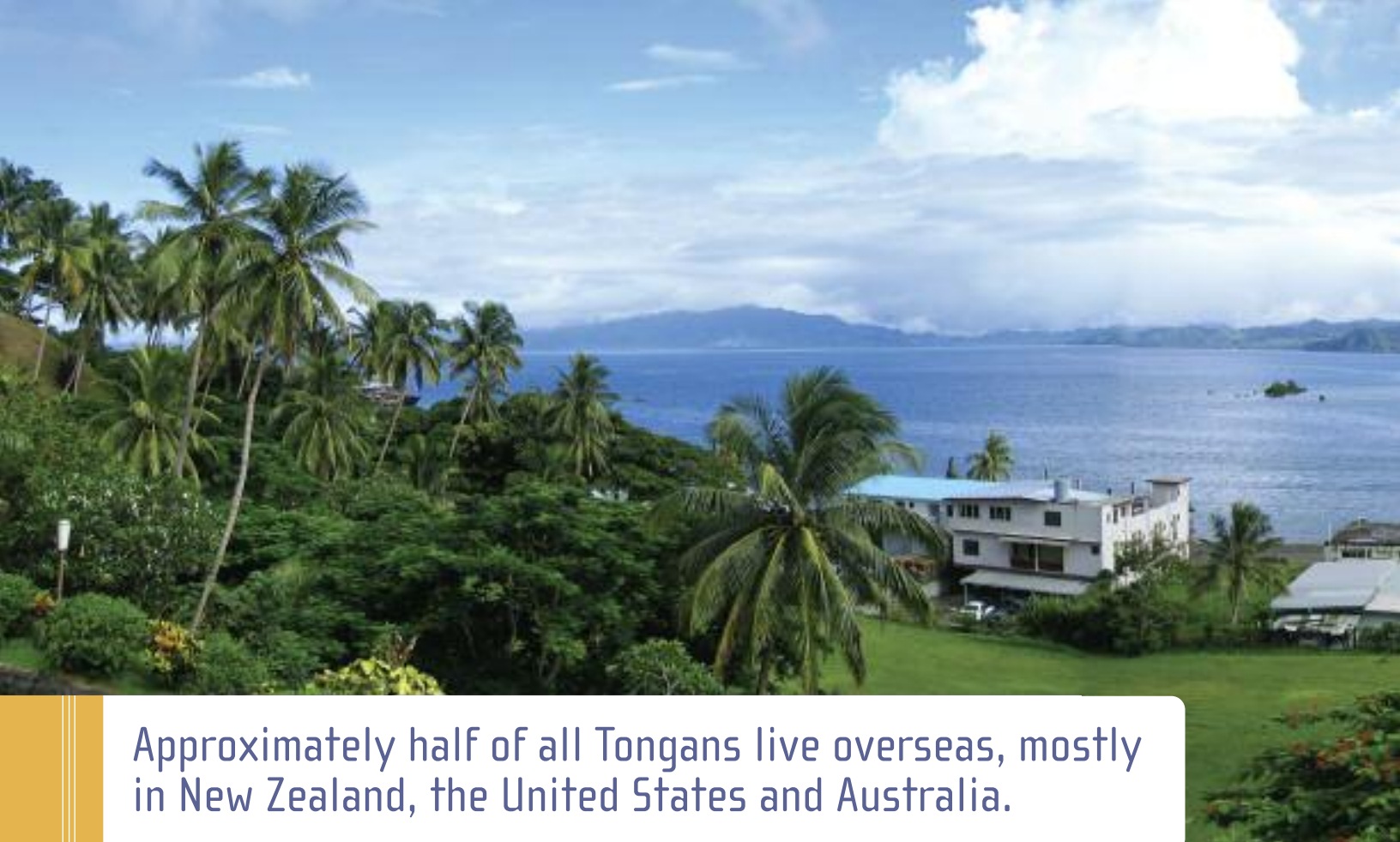
Import partners
Singapore (27.5 percent), Australia (23.7 percent) and New Zealand (19 percent)

Exports
Sugar, garments, gold and timber

Export partners
United States (19.7 percent), Australia (17 percent) and the United Kingdom (12.3 percent)

Internet country code
.fj

SOURCE: CIA World Factbook 2007



Approximately half of all Tongans live overseas, mostly in New Zealand, the United States and Australia.

reefs are world-famous, and while Suva has mangroves instead of the white sand many associate with the Pacific Islands, beaches are only an hour or two away.

Five for the Price of One

Embassy Suva's efforts to engage diplomatically with Kiribati, Nauru, Tonga and Tuvalu can be an exercise in creativity and endurance. Trips depend on sometimes-unreliable airline schedules. One flight failure can mean being stranded on a very small island for a week or more. Inevitably, embassy staff often must communicate with the outlying governments by phone, fax and e-mail.

These are truly tiny nations, and each has a character all its own.

Tonga, long governed by one of the world's last absolute monarchies, was never formally colonized, though it has a long and close relationship with Britain and has adopted a number of classic British traditions. When Ambassador Larry Dinger presented credentials to King Tupou IV, a morning coat and top hat were mandatory, even in tropical heat. That regalia was expected again for the late King's funeral last September.

Approximately half of all Tongans live overseas, mostly in New Zealand, the

United States and Australia. Remittances from expatriates are the main driver of the Tongan economy.

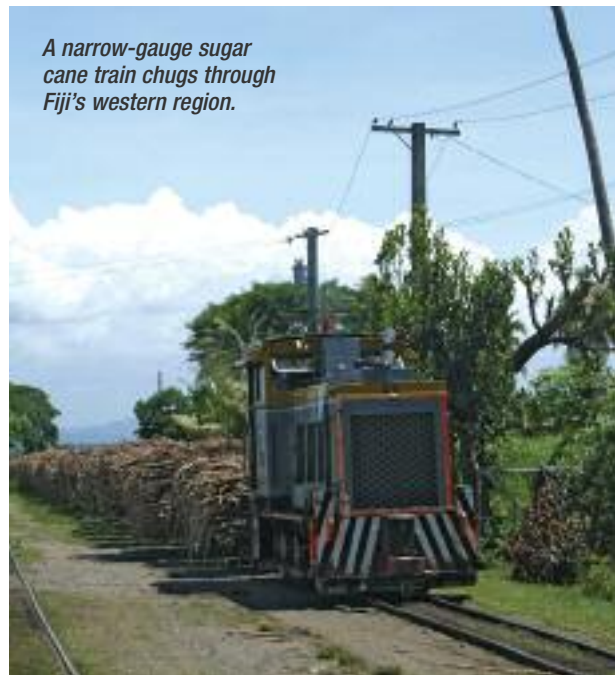
Politically, Tonga has lately been inching toward a more democratic system, though not without difficulty. Disputes between activists and traditionalists over the pace of political reform contributed to a riot last November that resulted in 80 percent of the capital city Nuku'alofa's central business district being destroyed. Fortunately, Consul Debra Towry was in Tonga at the time and could comfort the resident American community and assist tourists in arranging departures.

The U.S. has encouraged political progress and welcomed Tonga's staunch support in the war on terrorism and its contributions to international peacekeeping. The Tonga government recently approved a second deployment of troops to Iraq.

Kiribati (pronounced KIR-i-bas), a nation of

100,000 people, straddles the Equator for around 3,000 miles. Tarawa, the capital, will be familiar to World War II buffs. Far to the east, Christmas Island has regular flights from Hawaii and is an angler's paradise.

Nauru, with a population of approximately 9,000, is just eight square miles in



A narrow-gauge sugar cane train chugs through Fiji's western region.

Located on Fiji's "other" big island, Savusavu is often called Fiji's best kept secret.



Left: Information Management Officer Rydell Fletcher teaches, seated from left, Jae Lee, Patricia Moore and Cherisa Roe how to use their new BlackBerries.

area. The mining of guano for phosphate fertilizer led to a brief period of wealth, but depletion of the resource and mismanagement of revenues eventually left only financial disaster and a denuded landscape. Nauru has the unfortunate distinction of plummeting from one of the world's highest per capita gross domestic products to one of the lowest.

Over the last 20 years, Nauru's government has changed 22 times. The country was put on the blacklist of the Financial Action Task Force for Money Laundering, and the U.S. Export-Import Bank was obliged to repossess Air Nauru's sole aircraft. With embassy encouragement, the current government has instituted appropriate reforms.

Tuvalu, nine tiny coral atolls with a population of 10,000, is about two hours north of Fiji via a propeller plane small enough that passengers can peer into the cockpit and look over the pilot's shoulder.

Landing at Funafuti, the capital, is an experience. The nation's sole fire engine cranks its siren to full blare and traverses the length of the unfenced runway that was built by American soldiers during World War II. Kids playing soccer scurry to the side. The government's open-air meeting house, right next to the arrival hall, suspends its parliament session or judicial hearing or dance gathering. All hands gather to observe the new arrivals. For the next several days, everyone, everywhere on the island will smile and wave a "hello."

And that encapsulates life in the South Pacific. Challenges abound for the small islands and for the embassy, but the people greet each day with an exuberant and infectious spirit of joy. ■

The author is a consular/commercial officer at the U.S. Embassy in Suva.

The Winds of Generosity

EMBASSY HELPS COMMUNITY AFTER TYPHOON AND FIRE **BY KIM FULLERTON**

Buting Bridge fire victims pose with U.S. Embassy Club volunteers.



Typhoon Milenyo, known internationally as Xangsane, was the strongest storm to hit Manila in more than a decade and passed directly through the Philippines' capital on September 28, 2006. The city was turned into an impassable maze of uprooted trees, downed power lines, flooded roads and damaged buildings. With torrential rains and gale-force winds of more than 100 miles per hour, the typhoon was blamed for 179 deaths and nearly \$120 million in damage throughout the country.

As the U.S. Embassy began disaster response for the mission community, many of whom were without power, telephone and water for several days, Ambassador

Kristie A. Kenney also wanted to reach out to suffering Filipino communities. She turned to the U.S. Embassy Club, a community service organization composed of

embassy families that strives to make a positive difference through volunteerism and charitable donations. USEC supports eight charities in the metro Manila region, from orphanages to the ever-popular Project Smile.

USEC President Christiane Armstrong was faced with an immense challenge: With so many needing help in the wake of Typhoon Milenyo, where could the club be most effective? The answer was soon clear, as USEC volunteers found when they visited the Buting Bridge slums.

Constructed along rivers, railroad tracks, dumps and government land, Manila's slum communities are the center of urban poverty in the country. Living in homes built of cardboard, tin, discarded lumber and tarps, residents are at the mercy of all types of natural disasters, as well as devastating fires.



Above: The Buting Bridge fire left ruin in its wake. Below: Two young fire victims settle into their temporary housing.

Immediately after Typhoon Milenyo, a portion of a slum community located around and under Buting Bridge in Makati—just minutes from many embassy homes—burned down. Twenty-seven families were suddenly homeless; the few possessions they had been able to save from the typhoon were now lost forever.

Trichet Learning Center, one of the charities supported by USEC, counts many

Buting Bridge children as students. Although USEC's mission with Trichet usually supports its work with children afflicted with autism, cerebral palsy and Down's syndrome, it was clear that the embassy community's help was most urgently needed to help the families of Buting Bridge get back on their feet.

USEC engineered a two-day drive at the embassy and the Seafront residential compound to collect an impressive amount of canned food, rice, clothes and toys from embassy employees—both Americans and Locally Employed Staff. Even though many families were staying with friends or in hotels after their own homes were damaged or flooded, they returned home to sort through their closets and cupboards to find goods and supplies to donate.

USEC volunteers brought the donation to the Buting Bridge

fire victims, who were staying at a temporary shelter. The 27 families who had lost everything in two back-to-back tragedies were thrilled to receive the bags of donated goods, including everything from canned food to hygiene products to children's clothes.

The volunteers toured the fire-ravaged neighborhood. They were amazed at the devastation, but even more awed by the everyday living conditions of Manila's slum dwellers. The homes left standing are cramped, dark and stifling. A standard living space for a family of as many as 10 people is about 8 x 8 feet, with walls made of found supplies such as cardboard. Furniture is rare and women cook on small portable stoves. School attendance is unreliable, as many children are sent to work begging in the streets, and adult unemployment is high. It was clear that the donations would be put to good use in Buting Bridge.

"Milenyo caused a lot of damage to many of our homes," Armstrong said. "But everyone immediately looked past their own problems to help those more in need. What a great way to show our Filipino friends that Americans at the embassy really care." ■

The author is an Employed Family Member at the U.S. Embassy in Manila.





The *Hiawatha* plies the Bosphorus near Rumeli Hisar.

Belle of the Bosphorus

AN AMERICAN ICON PLIES THE BOSPHORUS FOR 75 YEARS **BY MARK CAUDILL**

In 1932, the global economy sputtered and Germany, Italy and Japan had begun the machinations that would again plunge the world into war. The newly minted Republic of Turkey, led by Mustafa Kemal Atatürk, was transforming itself from Ottoman remnant to modern, Western state. And in Istanbul, then still the capital, a graceful, 50-foot motor launch called the *Hiawatha* began plying the waters of the Bosphorus. She continues to this day.

Now the longest-running ship on the Bosphorus, the *Hiawatha* has become a potent symbol of Turkish-American relations and our committed presence in the region.

Constructed of teak and mahogany with brass fittings by the American Car and Foundry Company in Wilmington, Del., in 1922, the *Hiawatha* was brought to Istanbul by its first owner, Ambassador Charles H. Sherrill. At the conclusion of his tour in 1933, and with the move of the capital and

the embassy to Ankara, Ambassador Sherrill donated the *Hiawatha* to the U.S. government. For a period, she was included in the consulate's motor pool and crewed by consulate staff.

Long operated by a private contractor at no cost to the U.S. government—her upkeep is underwritten by American businesses—the *Hiawatha* is managed by the consulate general's employees association and may be rented by members and affiliates for excursions during the April-

October sailing season. She can accommodate 15 passengers, and a 160-horsepower General Motors diesel engine propels her to speeds of up to 15 knots.

Manifest Destiny

The *Hiawatha's* most important role remains representational, however. Three U.S. ambassadors and 27 consuls general have proudly served as her custodians through the years. Many have fond memories of notable guests and adventures aboard the vessel. Some of the VIPs treated to Bosphorus cruises include first ladies Eleanor Roosevelt and Hillary Clinton (1953 and 1999, respectively), General Douglas MacArthur (1932) and NATO Supreme Commander General Dwight Eisenhower (1952). The passenger manifest has sparked with artists such as the great American writer James Baldwin, groundbreaking composer Philip Glass and renowned glass sculptor Dale Chihuly.



Above: Turkish industrialist Rahmi Koc stands in front of the *Hiawatha* in dry dock. Top right: Gen. Dwight Eisenhower smiles during his Istanbul visit in 1952. Bottom right: The *Hiawatha* shows burn damage following the 1989 terrorist bombing.

Adding a further star turn to the *Hiawatha*'s lore, in 1975 Consul General Howard P. Mace took her to Imrali Island in the Sea of Marmara to visit American inmate Billy Hayes. Upon arriving at the quay, he was informed that Hayes—whose experiences formed the basis of the 1978 film “Midnight Express” (screenwriter Oliver Stone subsequently apologized for its scurrilous depiction of Turks and Turkey)—had escaped earlier that day.

More recently, the *Hiawatha* has borne Supreme Court justices Antonin Scalia, Sandra Day O'Connor and Ruth Bader Ginsberg, as well as a host of Congressional representatives.

The *Hiawatha*'s original captain, Naci Bey, remained at the helm for more than five decades until his retirement in 1986.

Budgets and Bombs

Saved by the consulate's employees association from being sold in the wake of

federal budget cuts in 1987 (when then-Consul General William E. Rau said he would sell her over his dead body), the *Hiawatha* faced her gravest challenge in 1989.

Early on the morning of Dec. 6, the leftist terrorist group “16 June,” well aware of the *Hiawatha*'s significance as an emblem of U.S.-Turkish amity, firebombed her at her moorings in Kurucesme, a historic neighborhood on the Bosphorus not far from the consul general's official residence. Although much of her superstructure was severely burned, the *Hiawatha* remained fundamentally sound and—following a four-month renovation—returned to service in May 1990.

With her classic profile and plucky character, the *Hiawatha* has continued to inspire ship spotters in Istanbul and imitators who have constructed replicas. However, with fourscore-and-five years of cruising to her keel, she is showing her age. Significant

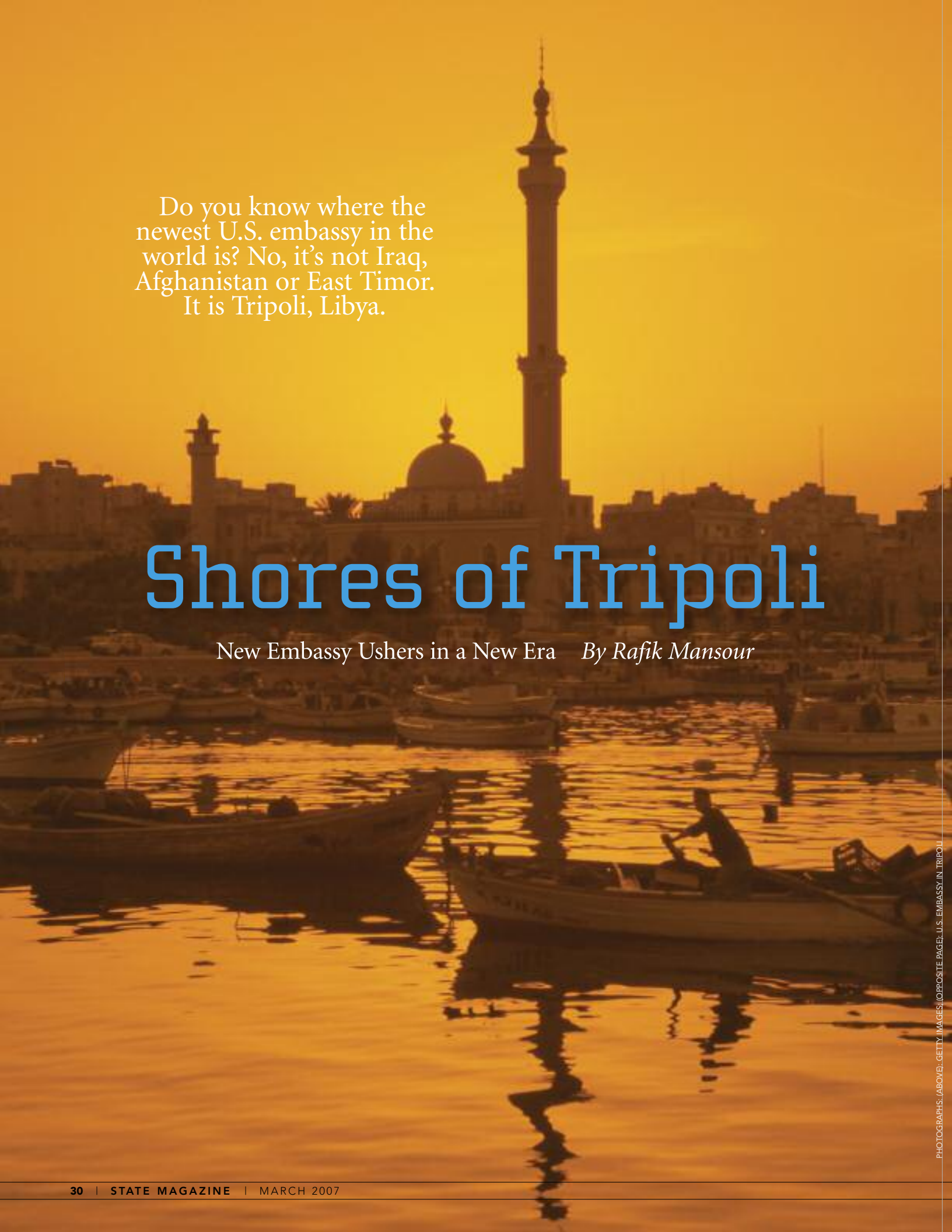
structural, drive train and safety upgrades likely are required.

Last November, the *Hiawatha* was taken to a dry dock facility in Tuzla, southeast of Istanbul, thanks to the generosity of Turkish industrial magnate, sailor and longtime *Hiawatha* admirer Rahmi Koc.

It is the sincere hope of current and former employees of the U.S. Consulate General in Istanbul, and of all those who have had the privilege and pleasure of viewing the Bosphorus and Golden Horn from her deck, that the *Hiawatha* again will be restored to prime condition, ready to thrill future generations of Americans and Turks as an enduring envoy of friendship in the storied city where East meets West.

The ongoing, vital assistance provided by corporate sponsors will help realize that hope. ■

The author is a vice consul at the U.S. Consulate General in Istanbul.



Do you know where the
newest U.S. embassy in the
world is? No, it's not Iraq,
Afghanistan or East Timor.
It is Tripoli, Libya.

Shores of Tripoli

New Embassy Ushers in a New Era *By Rafik Mansour*

The United States restored full diplomatic ties with Libya on May 31, 2006, after three decades of isolation. The Libyan government renounced its pursuit of weapons of mass destruction and its support for terrorism in 2003. The U.S. Liaison Office in Tripoli was established in 2004. Libya was removed from the list of states sponsoring terrorism a month after the upgrade to an embassy.

Embassy staffers, including 25 direct-hire Americans, are at the forefront of transformational diplomacy as they engage with Libyans to advance the bilateral agenda. Promoting democracy in Libya is the work of a generation.

A top priority is to restore educational, cultural and artistic ties between the two countries. Fifteen Libyans have participated in the International Visitors Program. Another fifteen have been nominated for Fulbright scholarships. Four are teaching Arabic and taking university courses in the U.S. through the Fulbright Foreign Language Teaching Assistant program.

USA DAY

Last April, Libyans at the Tripoli International Trade Fair applauded the first U.S. participation in more than 30 years.

The embassy, with the help of the Foreign Commercial Service office in Cairo, hosted a two-story pavilion with more than 20 exhibitors, as well as information booths promoting educational opportunities at U.S. institutions. In addition, the public diplomacy section hosted two performances by a reggae band, Luna Angel, on the fair's "USA Day." Almost 10,000 Libyans, mostly young people, cheered and waved U.S. flags as the band performed.

The embassy coordinates closely with many U.S. government agencies to provide Libyans the assistance they need to eliminate their WMDs and retrain their scientists to use their expertise in peaceful endeavors.

Experts participating in more than 40 U.S. scientific delegations have conferred with their Libyan counterparts during the past two years. The most widely publicized group was a National Aeronautics and Space Administration team that conducted solar physics experiments during the March 2006 solar eclipse. Libya, in the eclipse's path of totality, was deemed the most effective site for data collection.

Many senior U.S. officials have visited Libya, including the

deputy secretaries of Commerce and Health, who accompanied Under Secretary of State for Democracy and Global Affairs Paula Dobriansky in July 2006 to promote broader cooperation in science, health, the environment and technology. They witnessed the signing of a \$1 million grant for pandemic influenza planning, disease surveillance and response measures, and enhancing laboratory capacity.

Assistant Secretary for Oceans, Environment and Science Claudia McMurray followed up in November with a visit to develop implementation strategies for additional cooperation in public health, renewable energy, water desalination and environmental protection.

PROMOTING STABILITY

As a founding member of the African Union, Libya plays an important role in the promotion of regional stability. Consequently, Assistant Secretary for African Affairs Jendayi Frazer visited in February 2006 to discuss developments in the Darfur region of Sudan with the Libyan leadership.

Under Secretary for Management Henrietta Fore, Under Secretary for Arms Control and

International Security Robert Joseph and several congressional delegations round out the roster of important visitors.

Once the breadbasket of the Roman Empire, Libya provides embassy families with a range of activities and travel opportunities both inside and outside Tripoli. Scuba diving is popular along Libya's 2,000-kilometer stretch of beaches. Several employees attend a martial arts school operating inside an old church building in downtown Tripoli. Libya is world-renowned for the Roman ruins in Leptis Magna and Sabratha, as well as Greek ruins in Cyrene.

The American School is open and adding a 9th and 10th grade in 2007. The embassy will soon move from its current hotel location to a temporary site pending the identification of a permanent embassy site and construction of a new building.

Meanwhile, embassy employees value the chance to participate in a U.S. foreign policy success story and to live in Libya as it re-engages with the international community and transforms its institutions. ■

The author is the public affairs officer at the U.S. Embassy in Tripoli.



Opposite page: Boats float by the El Mina mosque in Tripoli. Left: Thousands of young Libyans cheer at the Luna Angel concert in Tripoli. Above: Embassy officers jump into the Ghadames Natural Spring.



An Afghan woman casts her vote in a women's polling station in southern Afghanistan.

International Women's Issues

STRENGTHENING DEMOCRACY BY EMPOWERING WOMEN **BY JENNIFER LELAND**

According to the United Nations Development Fund for Women, most of the world's 1.3 billion "absolute poor" are women. On average, women receive 30 to 40 percent less pay than men for the same work. And everywhere, women continue to be victims of violence, with rape and domestic violence cited as significant causes of disability and death.

Despite such inequality, there is a growing awareness that peace and social progress require the active participation of women. As First Lady Laura Bush said, "No society can prosper when half of its population is not allowed to contribute to its progress. Educat-

ed and empowered women are vital to democracy—and important for the development of all countries."

Created by Congressional mandate in 1994, State's Office of the Senior Coordinator for International Women's Issues serves as the focal point within the federal government for the integration of women's issues into broader U.S. strategic, economic and diplomatic goals.

"We are ramping up our focus on global women's issues," says Deborah Emmert, senior advisor for the Broader Middle East and North Africa. "TWI is the loudspeaker to make sure women's

issues are integrated into policy. This is a very interesting time because there is more awareness that including women is absolutely integral to successful democracies.”

The nine-member staff of IWI—which reports to the Under Secretary for Global Affairs—is comprised of Foreign Service and Civil Service personnel, contractors and an American Association for the Advancement of Science Fellow. The office brings attention to issues such as the political and economic participation of women, access to education and health care and protection of women’s rights.

“The mission of this office is really to make sure that women’s rights are not segregated from human rights,” says Andrea Bottner, who was appointed senior coordinator for International Women’s Issues last December. Bottner, an attorney who previously directed the Office of Violence Against Women at the Justice Department, says the office plays a coordinating role, linking people and resources.

IWI works closely with other State offices and posts. Working with the U.S. Embassy in Baghdad last June, for example, the office sponsored a delegation of Iraqi women leaders to participate in an international economic forum in the U.S.

IWI also works with posts on reporting on the status of women worldwide for the annual Human Rights Report. Last July, IWI hosted a roundtable discussion on how Foreign Service officers can enhance their efforts to report on women’s issues from the field.

At a Glance

Office name

Office of the Senior Coordinator for International Women’s Issues

Symbol

G/IWI

Office Director

Andrea G. Bottner

Staff size

9

Office Location

SA-22, 1800 G St. NW, Suite 2135

Web site(s)

www.state.gov/g/wi



From left, Andrea Bottner and part of the IWI staff: Kenya Kyler, Kathryn Kargman, Valerie Keitt, Penny Rechkemmer, Deborah Emmert and Orna Blum.



Under Secretary for Democracy and Global Affairs Paula Dobriansky, left, joined then-Iraqi State Minister for Women's Affairs Narmin Othman in 2004 to kick off the Iraqi Women's Democracy Initiative.

Political and Leadership Training

This mission directly affects the welfare not only of women, but of whole societies. "Women account for half of the population," says Bottner, "so democracy rings hollow if half of the population is isolated."

To support the active political participation of women, the office has been instrumental in implementing the Iraqi Women's Democracy Initiative since September 2004.

"We really work to provide targeted training based on the needs women have voiced," says Emmert. "Topics may include how to run for office, be an activist for things in the constitution, get out the vote, work with media or set up independent parties—and we work with sustainability in mind."

To date, IWI programs in Iraq have trained some 5,000 women of all ages in key areas. Over 50 percent of the women elected to the Council of Representatives were trained by grantees of the Initiative.

"This is the first time anyone has given us the political skills we so badly need," said one participant in a candidate workshop. "What you have shown us will make it possible to do a better job for the Iraqi people we wish to help."

The Initiative also established a Women's Leadership Institute in Baghdad and democracy resource centers in four universities.

"I think this is exactly the kind of training Iraqi women need," said one leadership conference participant. "For so long, Iraqi

women have stayed out of power and have been prevented from obtaining leadership positions, so they have very little experience with and no knowledge of leadership."

In February and March of 2006, IWI sponsored a delegation of Iraqi women leaders, including newly elected members of the Council of Representatives and heads of nongovernmental organizations, to participate in the U.N. Commission on the Status of Women and International Women's Day events. The women also shadowed members of Congress and took part in state and local government assembly meetings in Maryland and Virginia.

IWI, in coordination with the Bureau of Democracy, Human Rights and Labor and the U.S. Agency for International Development, has also worked with the Bureau of African Affairs on the Women's Justice and Empowerment Initiative in Africa. Four target countries were identified to receive assistance such as technical training, the development of DNA labs and other specialized equipment, and the establishment of hotline numbers for reporting rape or violence.

Business and Entrepreneurial Training

The economic empowerment of women is a major focus for the office. "Part of our job is to think of solutions that are collaborative and bring a fresh perspective," says Bottner. "We are very interested in public-private partnerships, because everything can't be done by government alone. It makes much better sense to have buy-in by corporations on these issues."

The U.S.-Afghan Women's Council Partnership with Georgetown University is one innovative public-private initiative that



Above: Andrea Bottner was appointed Senior Coordinator for International Women's Issues last December. Below, left: Several of the 350 delegates to a 2004 conference held in Baghdad signed this poster to show their commitment to democracy for Iraqi women.



links governments, private sectors and NGOs to practical projects benefiting women. The council provided \$1 million in seed funding for literacy and job-training programs in new women's resource centers in more than half of Afghanistan's provinces. The council also supports microfinance programs to help women establish small businesses.

As reported in IWT's newsletter, the Iraq Women's Economic Empowerment Working Group met in Washington last July to discuss Iraqi women entrepreneurs' access to training, training materials, credit, mentoring and venues to sell their goods. Participants worked to create online business training in Arabic and develop an "Adopt an Entrepreneur Program," a one-on-one mentoring program that links U.S. women business owners with Iraqi women entrepreneurs.

International Women's Day

In commemoration of this year's International Women's Day, celebrated on March 8, Secretary Rice established an annual award honoring women from each geographic region who have shown exceptional courage and leadership in advocating for women's rights. IWI administers the awards and will work with overseas posts to bolster women's rights. ■

The author is a writer/editor at State Magazine.



Margery Gehan, left, and Lynn Herzing, third from left, from the Office of Personnel Security and Suitability, join Office of Personnel Management instructors Tom Judge and Colleen Coleman at the EFM Investigators' graduation ceremonies.

Portable Careers

Agency Cooperation Lets Eligible Family Members Fill Employment Needs

By Margery Gehan

Through creative management, the Department's Office of Personnel Security and Suitability and the Office of Personnel Management have forged an alliance that exemplifies efficiency in government, while also benefiting Eligible Family Members.

The program involves hiring family members at missions abroad to fill the gap in employment opportunities overseas.

Faced with the challenge of meeting the provisions of the Intelligence Reform and Terrorism Prevention Act of 2004 for timeliness in processing security clearance investigations, the

Bureau of Diplomatic Security and OPM combined resources to allow the processing of security clearances overseas to proceed faster, more efficiently and at reduced cost. The Economy Act of 1932 allows federal government agencies to purchase goods or services from other federal government agencies when it is deemed to be in the best interest of the government.

Donald R. Reid, DS senior coordinator for Security Infrastructure, and Kathy L. Dillaman, associate director of the Federal Investigative Services Division at OPM, orchestrated this dynamic part-

nership. They hired 18 overseas EFMs as DS special investigators who directly contribute to faster security clearance investigations.

DS and OPM entered into a Memorandum of Understanding, which outlined this collaborative arrangement. It was determined that OPM's greatest investigative needs were in the high-volume areas of London, Frankfurt, Seoul and Tokyo/Naha. A job announcement was posted for the EFMs at these embassies and consulates. After resumes were reviewed and selections made, the new investigator candidates were flown to Boyers, Pa., to



The first class to graduate from the two-week State Department/OPM investigator training program included Eligible Family Members from around the world.

attend a two-week DS/OPM investigator training program.

Most of the training was conducted at OPM's training facility in Boyers, a former limestone mine converted into office space 250 feet below the ground. The investigators attended lectures, trained in report writing and participated in mock interviews to hone their interviewing skills. OPM instructors taught the course, with DS instructors providing State-specific training.

Sixteen special investigators graduated from the program in November and were issued Department credentials authorizing them to conduct

personnel security investigations for the federal government. Two others had already met OPM standards to perform security clearance investigations. As they transfer to other posts, they are qualified for continued employment with the Department and OPM.

"Identifying a talented pool of candidates overseas who are qualified to perform security clearance investigations was the cornerstone to this innovative solution," said James C. Onusko, director of the Office of Personnel Security and Suitability.

EFMs constitute a wealth of work experience. According to Ann D. Greenberg, director of

the Family Liaison Office, a demographic study of EFMs serving at U.S. embassies and consulates found that more than three-quarters possess a bachelor's degree and more than half of those have a master's or other professional degree.

"This program will provide spouses the opportunity to develop a portable career that they can carry with them as they move from post to post around the world," she said.

A more efficient process for security clearances will soon become a reality for military and civilian personnel assigned overseas. In December, EFM

special investigators participated in orientation sessions at military installations in London, Frankfurt, Seoul and Tokyo/Naha to get an overview of the Defense Department environment, as well as an introduction to the security contacts on the bases. The program is slated to expand to other locations.

"This newly formed State and OPM partnership is a win-win situation for the federal government and the American taxpayer," said Onusko. It also responds to Secretary Rice's goal of employing EFMs to increase retention and boost morale among Foreign Service employees. ■

The author is an executive assistant in the Office of Personnel Security and Suitability.

Who are the EFM Investigators?

The Bureau of Diplomatic Security asked the Eligible Family Members to complete a questionnaire during the course of the training program to learn a little about them.

The group has more than 94 years of cumulative federal government service. Of the 18 investigators, 16 have bachelor's degrees, seven have master's degrees and one has a Ph.D. Three have past law enforcement experience; one did background investigations in the U.S. for the Office of Personnel Management before moving overseas.

Many of the EFMs said they had given up careers in the States to accompany a spouse overseas and expressed frustration at not being able to find steady employment, given the limited job options for trailing spouses. One investigator retired from the Foreign Service and is now accompanying his Foreign Service wife. He said this position has provided a "new vista" for him.

Most said they decided to work as investigators because the job seemed challenging. They also cited the independence and flexibility. One said the flexibility will allow him to stay at home with his one-year-old son.





PHOTOGRAPHS: CORBIS

Second Nature

LIFE AFTER THE FOREIGN SERVICE **BY DOROTHY L. WATSON**

The Foreign Service Retiree Association of Florida, with approximately 800 members, is the largest such group in the country. Many of its members settled in the Sarasota-Bradenton area because of its cultural attractions and active international organizations.

Among the latter are the local chapter of the United Nations Association of the United States, Sister Cities International, Rotary, the Sarasota Institute of Lifetime Learning, the U.N. Fund for Women and several internationally oriented social and political organizations.

Like others, I found life in sunny Sarasota as a retired Foreign Service administrative officer to be a good place to stay active in international issues. My first involvement was as a board member of the Foreign Service Retirees Association. Later, I joined the Sarasota Opera Guild and performed at senior nursing homes. In 1999, I became a board member of the Sarasota-Manatee Chapter of UNA-USA and began introducing initiatives to help the association carry out its mission to enhance U.S. support of the U.N.

Our chapter initiated several major projects, beginning with a successful drive to raise funds to remove landmines from Croatia. Next was a presentation of a film on the life of Dr. Ralph Bunche, followed by a fundraiser to support the chapter's high school Model U.N. programs. Then, for U.N. Day in 2000, I proposed that our chapter organize a Model U.N. Security Council debate, with local community leaders, college presidents and profes-

sors, Foreign Service retirees and college students role-playing delegates to UNSC. The Model UNSC has since become an annual U.N. Day event in Sarasota-Bradenton. Our monthly meetings feature speakers who address U.N. and other international issues.

The chapter's current international project is Adopt-a-School for Girls in Liberia, an effort to support that country's newly elected female president, Madam Johnson Sirleaf, in her efforts to rebuild Liberia's education system. The project relates to the U.N.'s eight Millennium Goals adopted by 189 U.N. member states, including the U.S., to eliminate poverty and hunger in developing countries by 2015. The project is targeted on promoting gender equality, empowering women and girls and developing global partnerships for development projects. Two local organizations, the U.N. Fund for Women and Sister Cities, have joined us in promoting the Liberian project, and we have plans to link Sarasota to a sister city in Liberia.

The chapter's board decided to encourage the creation of an affiliate organization, Young Professionals for International Cooperation, ages 20-40, which was formed in November 2005. YPIC organized the Model UNSC on U.N. Day in 2006 and is planning an international career seminar.

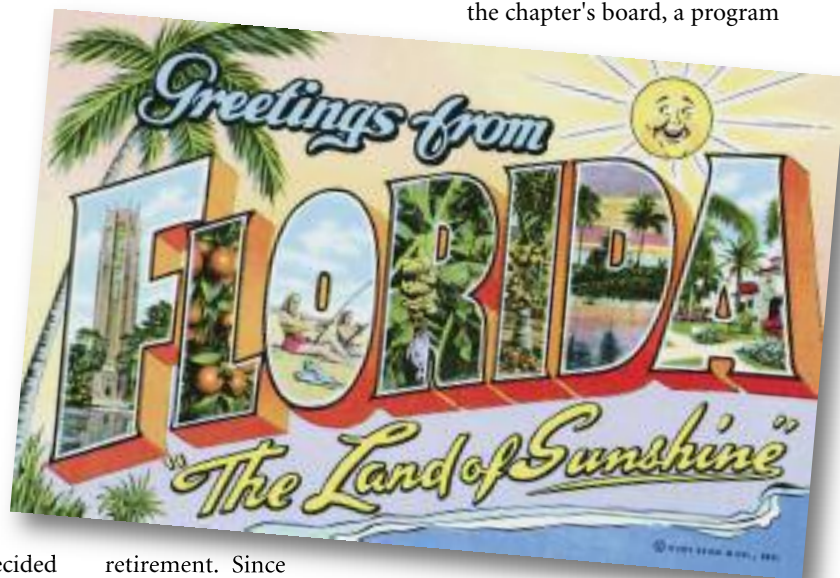
The membership of our UNA-USA chapter includes

retirees from the Foreign Service and other international careers who remain active in local civic and service work. Dr. Daniel Luu, a former senior advisor on population studies at the U.N., is a former president of the Sarasota-Manatee UNA-USA chapter and president of the Florida UNA-USA division. He initiated and led six annual high school Model U.N. programs.

Retired FSO Paul Byrnes is serving his second stint as president of the Florida FS Retirees Association, is a former president of our UNA-USA chapter and was assistant secretary general with the World Tourism Organization before

1,802 species of birds around the world.

Retired ambassador Ken Hill, who participated in his first Model UNSC in 2003, is now the chapter's vice president for programs, a frequent speaker at meetings and a member of the SILL board. Retired ambassador Shirley Barnes has participated in our programs, including launching her debate in the Model UNSC in French. Retired ambassador Don Leidel is a member of the chapter board, lectures on global issues throughout the area, has taken part in the Model U.N. series and is a member of the SILL board. Retired ambassador Joseph Segars is a member of the chapter's board, a program



retirement. Since retiring from the Foreign Service in 1991 and moving to Florida, Wade Matthews has been president of our chapter, an enthusiastic participant in the Model UNSC debates, a member of the Liberian project and a frequent speaker. In his spare time, he is conservation chair of the local Audubon Society and has identified

participant and an avid golfer who manages to get in two rounds each week.

Yes, you can still share world experiences and remain active in international affairs after you retire. ■

The author is chapter president of the United Nations Association of the United States.

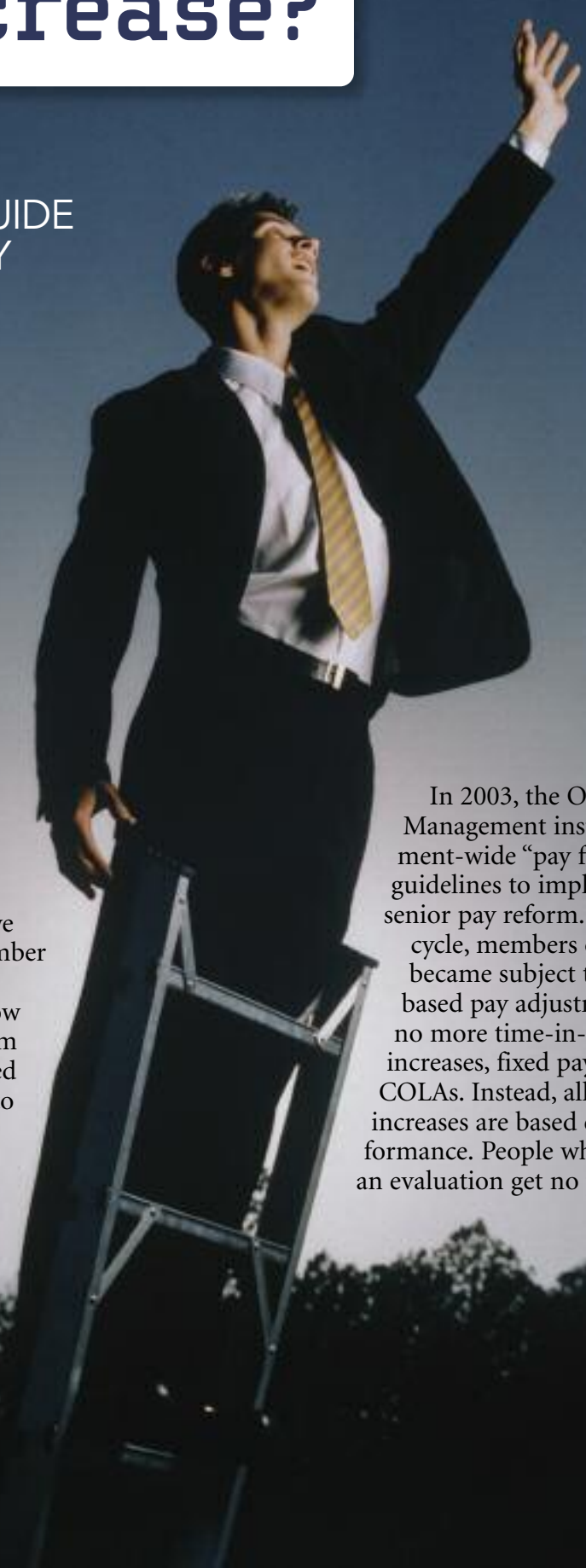
Where's My Step Increase?

A NOVICE'S GUIDE TO SENIOR PAY

BY NANCY SERPA
AND PHIL LUSSIER

Despite extensive press coverage about “pay for performance” for the Senior Foreign Service or Senior Executive Service, we get a surprising number of questions from employees about how the senior pay system works. So we decided to make this effort to explain the system in simple terms.

In 2003, the Office of Personnel Management instituted government-wide “pay for performance” guidelines to implement legislated senior pay reform. In the 2004 rating cycle, members of the SES and SFS became subject to performance-based pay adjustments. This meant no more time-in-grade-based step increases, fixed pay scales and annual COLAs. Instead, all senior pay increases are based entirely on performance. People who do not receive an evaluation get no pay raise at all.



From 2004 to 2006, pay adjustments were made in two parts: a base pay adjustment based on Congressionally-approved increases to the Executive Schedule in January and an additional performance-based adjustment in April. For 2007, OPM mandated that all pay for performance adjustments be made in January to align more closely with the end of the performance rating period. This year, the two-step adjustment was combined into one pay raise effective the first pay period in January (and payable in the February 1 paycheck).

SES and SFS performance-based salary increases are based on similar criteria. Pay adjustments are made on a six-tier scale, with Tier I being the highest increase and Tier VI the lowest (no increase). SFS members for whom the summer selection boards recommend no pay adjustment or members who are involved in investigations of wrongdoing are Tier VI employees and get zero pay adjustment. SES employees who are rated “unsatisfactory” or have ongoing investigations are also in Tier VI. In both services, when the investigation is completed, salary increases may be restored if the employee is not disciplined or reprimanded.

In Tier V are SFS members who were not recommended by selection boards for subsequent consideration by performance pay boards (about 40 percent of the SFS). They received a pay adjustment equal to the Executive Schedule increase. In 2007, that increase was 1.7 percent of base pay. Tier V also includes SES members who received “fully successful” performance ratings.

Tier IV comprises SES members who received a rating of “exceeds expectations,” but did not receive a summary rating by the Performance Review Board of “outstanding.” There is no equivalent to Tier IV in the SFS system.

Tier III employees receive the Executive Schedule increase plus two percent (a 3.7 percent increase in 2007). These are SFS members who are reviewed by the performance pay boards but do not receive cash performance pay awards, and SES members who receive an “outstanding” summary rating from the SES PRB but do not rank high enough to receive a cash award.

Tier II includes SES and SFS members who rank high enough to get a \$10,000 cash award and/or (for the SFS) are promoted from FE-OC to FE-MC. They received the Executive Schedule increase plus three percent (or 4.7 percent) in January 2007.

Tier I pay adjustments are reserved for SES/SFS members who received \$12,500 or

\$15,000 cash awards and/or SFS members promoted from FE-MC to FE-CM. They received a 5.7 percent increase (the Executive Schedule increase plus 4 percent) in 2007.

The chart below summarizes the criteria for the six performance tiers and the associated pay increases for 2007.

motion into the senior ranks, the Washington locality rate is permanently incorporated into salary. Pay raises for new OCs are effective the first pay period after promotion is attested by the President.

- Some basic pay caps apply. OC basic pay is capped at 102 percent of EX III

Senior Pay for Performance System (Summary)

Tier	SFS Criteria	SES Criteria	Pay Adj.	CY 2007 Pay Increase
I	\$15K, \$12.5K Performance Pay Bonus, Promotion to CM	‘Outstanding’ Rating and (Presidential Award, or \$15K, or \$12.5K Performance Pay Bonus)	Tier V +4%	5.7%
II	\$10K Award, or Promotion to MC	‘Outstanding’ Rating and \$10K Award	Tier V +3%	4.7%
III	Reviewed by Performance Pay Board (approximately 60%)	Remaining ‘Outstanding’ Summary Rating	Tier V +2%	3.7%
IV	N/A	‘Exceeds Expectations’ Rating	Tier V + 1%	2.7%
V	All others performing at fully successful level not otherwise disqualified	All others performing at ‘Fully Successful’ level not otherwise disqualified	Adjustment to EX or if no change to EX, equal to the adjustment to the GS exclusive of locality pay	1.7 %
VI	Open Investigation/Referral to Performance Standards, no rating	Open Investigation/Referral to Performance Standards, no rating	0%	

A couple of points of clarification:

- Payment of performance pay cash awards to members of the Senior Foreign Service is limited by law to 33 percent of the SFS. The SES does not have a statutory limit, but generally hovers around 50 percent. SES members do not have promotion opportunities within the senior salary band.
- Promotees within the SFS no longer get a pay raise effective on the date their promotion is confirmed by the Senate and attested by the President. Instead, they get January pay adjustments. Those promoted into the SFS receive a six percent increase in their FS-01 base pay (not including locality pay). Upon pro-

(\$157,692 in 2007); MC pay is capped at 107 percent of EX III (\$165,422); and CM pay is capped at EX II (\$168,000). SES members must have a summary rating of “outstanding” by the PRB to be paid above the EX III level (\$154,600) and are capped at EX II (\$168,000).

Additional information and pay calculation examples can be found at the HR/RMA website <http://hrweb.hr.state.gov/prd/hrweb/rma/compensation.html>. ■

Nancy Serpa was, until February, director of the Office of Performance Evaluation; Phil Lussier is director of the Office of Resource Management and Organization Analysis.

STEPPING <<< *OUT*

Lunchtime walks are
now a daily event

By Sandra Yeaman

In August 2004, using a health promotion concept from a company in Minnesota as a model, I compiled walking tours of five continents (North America, South America, Europe, Africa and Asia) using the corridor intersection murals installed as part of the Bureau of Administration's way-finding system in the Harry S Truman Building.

Since the number of murals representing different continents varied from four to 13, I categorized each tour as for beginning, intermediate or seasoned walkers.

My thought was that the walks could be used by individuals or small groups during their lunch hour or breaks. I offered walking-tour maps to Andrea Anderson, one of MED's occupational health nurses, who displayed them at the next MED health fair.

In February 2006, MED's Sarah Callinan asked me if I would participate in the "A Healthier State" event to promote a walking program. During the health fair, I collected names of people interested in walking one day a week. The next Wednesday, about 40 people gathered outside the cafeteria and divided up into beginning, intermediate and seasoned groups. I solicited volunteer leaders and handed out maps. About eight groups spread out throughout the building, walking on one of five tours.

Within a month, Paulette Claiborne and Lorrell Doughty extended an invitation to seasoned walkers to join them on other days of the week. The walking program had grown from one day a week to five.

Most employees who joined the walking program identified as goals the desire to lose or maintain weight; improve or maintain health, including reduction in bad cholesterol and blood sugar levels; reduce eating during lunch; increase stamina; or reduce stress. Many say they have achieved their goals.

2007: The Year of the Healthier Fed

The Office of Personnel Management has declared 2007 the year of the Healthier Fed. This initiative encourages federal agencies to create new or improved fitness and wellness programs for employees.

Sandra Yeaman has made a big difference in her lifestyle and that of many other State employees. The impact of the Stately Steppers walking group increases as more people join in.

Do you have a special fitness, nutritional, stress-reducing or other healthy interest? Would you like to start a walking group in your area? MED is here to help. Just contact the Healthier State office at 202-663-3666. The office has resources, ideas and personal incentives you can use to initiate your own program.

Get a jump-start by having your fitness level evaluated at the Harry S Truman health unit, and find out what you need to work on. The MicroFit system is a health and fitness evaluation available to all Department employees. Call 202-647-2602 for an appointment.



Different walkers reported dropping a dress size, losing 34 pounds, getting more involved in other activities such as ballroom dancing and joining a fitness club. One said she dropped one pant size while managing to control her diabetes without medication.

The goal is not to fill Department hallways with walkers during the lunch hour; it is to help anyone who wants to become more active to get started. Some participants have formed smaller groups that walk at other times of the day.

We invite new walkers to join us any day of the week. Mondays, Tuesdays, Thursdays and Fridays, at least two groups of seasoned walkers take off from the area at the bottom of the escalator just outside the Main State cafeteria at 12:30 p.m. On Wednesdays, beginning walkers and those who may need some time to work up to the seasoned level meet to work on developing good habits, including walking for 30 to 45 minutes each day. ■

The author is a program analyst in the Office of Global Support Services and Innovation.

From left, Paulette Claiborne, Mira Piplani and Sandra Yeaman wear their Stately Steppers t-shirts at an American Diabetes Association fund-raising walk in November.



Below: Well-known jazz musician Eldee Young helped kick off the 2007 celebration with a sterling performance on the double bass. Top right: Disbursing officer Steve Carignan donates a plate of brownies to Lorraine Dious. Bottom right: Ambassador Ralph L. Boyce speaks at the opening of the black history celebration.



HISTORY LESSON

BANGKOK CELEBRATES BLACK HISTORY AND SUPPORTS CHARITY **BY HELEN LYNCH**

The U.S. Embassy in Bangkok has a long tradition of celebrating Black History Month with a number of activities throughout February. These celebrations highlight the accomplishments and contributions of black Americans in different fields.

The embassy has a dedicated group of volunteers that has worked diligently to plan exciting events for Black History Month for the past several years. Activities have included a basketball tournament, a dinner and dance cruise, a golf tournament and a family day. The family day event, which includes food and entertainment, is open not just to Embassy

employees and their families but also to the community at large.

This year's Black History Month was kicked off with an evening at a local hotel where guests listened to the smooth sound of Eldee Young, who plays the double bass.

The support from the embassy community has grown every year, as evidenced by the strong participation and increasing sums of money raised. This year's bake sale, with Embassy families donating baked goods, was a great success. Ticket sales were very strong for all of the events.

Each year the Black History Month Committee decides on a charity to which the

proceeds from these events should go. This year, the funds will be donated to Bangkok Emergency Shelter for Minors and Women.

To encourage members of the mission to learn more about black history, questions are published in the weekly newsletter, *About Bangkok*, for several weeks. During Family Day this year, participants competed in an exciting game of Black History Jeopardy. Winners took home prizes and a better knowledge of the history of black Americans. ■

The author works in the Community Liaison Office at the U.S. Embassy in Bangkok.

EDUCATION + TRAINING

Student Records Online

Need your class schedule or an unofficial transcript of training taken through FSI? Visit the FSI Registrar's Office web page on the Department of State OpenNet at <http://fsi.state.gov/admin/reg>.

Mandatory Leadership Training

Leadership training is mandatory for Foreign Service and Civil Service employees at the FS-03/GS-13 levels and above to ensure that they have the necessary preparation for increasing levels of responsibility. FSI's Leadership and Management School offers the required courses to meet these mandatory training requirements and other leadership courses for all FS and GS employees.

Mandatory Courses

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PK245 Basic Leadership Skills

FS-2/GS-14

PT207 Intermediate Leadership Skills

FS-1/GS-15

PT210 Advanced Leadership Skills

Managers and Supervisors

PT107 EEO Diversity Awareness for Managers and Supervisors

Newly promoted FS-OC/SES

PT133 Senior Executive Threshold Seminar

Senior Policy Seminars

FSI's Leadership and Management School offers professional development and policy seminars for senior-level executives of the Department and the foreign affairs/national security community.

For more information contact FSI's Leadership and Management School at (703) 302-6743, FSILMS@state.gov or <http://fsiweb.fsi.state.gov/fsi/lms>.

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All State Department employees, FSNs and EFMNs are eligible. With your FasTrac password, you may access the entire FasTrac catalog of more than 3,000 courses, from home or office (Intranet or Internet). Courses cover numerous topics, such as project management, computer skills and grammar and writing skills, as well as soft

skills such as leadership. To view the FasTrac catalog, visit the FasTrac web site at <http://fsi.state.gov/fastrac>.

FSI Distance Learning Program

An extensive menu of FSI-developed distance learning courses is also available to eligible participants on the FSI learning management system. See (U) State 009772 dated January 14, 2005, or the FSI web page (Distance Learning) for information.

Dates for FSI Transition Center Courses are shown below. For information on all the courses available at FSI, visit the Schedule of Courses on the Department of State's OpenNet at <http://fsi.state.gov>. See Department Notices for announcements of new courses and new course dates and periodic announcements of external training opportunities sponsored by FSI. For additional information, please contact the Office of the Registrar at (703) 302-7144/7137.

Security

	Apr	May	Length
MQ911 SOS: Security Overseas Seminar	9, 23, 30	14	2 D
MQ912 ASOS: Advanced Security Overseas Seminar	16	8, 22	1 D

Foreign Service Life Skills

	Apr	May	Length
MQ104 Regulations, Allowances and Finances in the Foreign Service Context	25		2 D
MQ107 English Teaching Seminar		14	2 D
MQ111 Making Presentations: Design to Delivery		16	3 D
MQ115 Explaining America		24	1 D
MQ116 Protocol and the U.S. Representation Abroad	21	19	1 D
MQ203 Singles in the Foreign Service	25		2.5 H
MQ703 Post Options for Employment & Training		31	1 D
MQ802 Communicating Across Cultures		4	1 D
MQ803 Realities of Foreign Service Life	13		1 D
MQ852 Personal Finances and Investment	11		2.5 H
MQ854 Legal Considerations in the Foreign Service		23	2.5 H
MQ856 Traveling with Pets	18		2.5 H
MQ916 Save Overseas Home		2	2.5 H

Career Transition Center

	Apr	May	Length
RV101 Retirement Planning Seminar	17		4 D
RV103 Financial Management and Estate Planning	19		1 D
RV104 Annuities, Benefits and Social Security	18		1 D

Length: H = Hours, D = Days, W = Weeks



Mary Sarita Cabanillas,

68, a retired Foreign Service secretary, died of leukemia Jan. 19 in Tucson, Ariz. Her overseas postings during her 22-year career included Lima, Caracas, Kinshasa, London, Mexico City, Paris and Dublin. She

had a quick wit and fun spirit, and loved travel, books, music, movies and good food.



Marino "Dorsey" Endrizzi,

88, a retired Foreign Service officer, died Oct. 11 of pneumonia in Northern Virginia. He served in the Army during World War II and the Korean Conflict. He joined the Department in 1966 and served overseas in

Syria, Ethiopia, Spain and Morocco. After retiring in 1979, he worked in the Freedom of Information Office and was involved in programs regarding terrorism abroad.



Willie D. Hobgood,

82, a retired Civil Service employee, died Jan. 12 at her residence in Alexandria, Va. She joined the Department in 1962 and served in the Bureau of African Affairs and the former Bureau of Equal Employment

Opportunity. She retired at the end of 1979. Throughout her life, she was active in church affairs.



George Der Koorkanian,

79, a retired Foreign Service officer, died Jan. 20 in Manchester, N.H. He joined State in 1954 and served in the Diplomatic Courier Service for 34 years, holding over-

seas posts in Panama, Germany, the Philippines and Thailand. After retiring to Manchester in 1988, he was active in Democratic politics at the local, state and national levels as well as with community and civic organizations. He was a past board member of Child Health Services.



Thomas B. Larson,

92, a retired Foreign Service officer, died Dec. 26 of a cerebral vascular accident and dysphasia in Hightstown, N.J. He served in the Army during World War II before joining the Department in 1946. His over-

seas postings included Moscow and Paris. Before and after his retirement in 1966, he taught at Amherst College, Williams College, the Russian Institute at Columbia University and the School for Advanced International Studies of Johns Hopkins University.



Sinclair S. "Sandy" Martel,

68, a former State Department appointee, died Oct. 4 of cardiopulmonary arrest in Manassas, Va. While a career Navy officer, he served as special assistant for maritime affairs in the Bureau of Intelligence and

Research. After retiring from the Navy, he was appointed deputy assistant secretary for politico-military affairs in 1989 and served until 1993. He was a scoutmaster and enjoyed golf.

Joyce Bernice "Judy" Munske,

76, of Fairfax, Va., a retired Civil Service employee, died recently of respiratory complications due to pneumonia and polio. She worked for 25 years as a photo editor with the U.S. Information Agency. Although wheelchair-bound most of her life, she traveled abroad, was an active volunteer and was active in her church. She was a scuba diver, ham radio operator and dog lover.



Nancy Leslie Pelletreau,

72, a retired Foreign Service officer, died Dec. 10 of cancer in Greenwich, Conn. During her 32-year career, she served overseas in New Delhi, Kingston, Kuala Lumpur, Lisbon, Palermo, Tokyo, Manila, Naples and Bucharest. After retiring in 1996, she worked as a rehired annuitant, most recently to assist the Beirut evacuees in Cyprus last summer.



Spiros Alexander Siafacas, 88, a retired Foreign Service officer, died Oct. 13 in Winston-Salem, N.C. He was a World War II veteran. During his 30-year career with the Department, he served overseas in Greece, India, Guatemala and Switzerland. He retired in 1977.



Ofelia S. Vargas, 96, a retired Foreign Service secretary, died Dec. 27 in Tucson, Ariz. She joined the Department during World War II and during her 25-year career served overseas in Mexico City, Santo Domingo, Lima, Tokyo, Jakarta, and Tel Aviv. She retired to Arizona and was active in the community, particularly in programs supporting Hispanic education. She served on the boards of the American Red Cross and of a local historical commission and Spanish-language theater.

In the Event of a Death

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960.

*retirements

FOREIGN SERVICE >>>

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Becker, Daniel C.	Hucke, John
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Burnside, William	Lubow, Richard E.
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Evans, John M.	Maybarduk, Gary H.
Fiffick, Paul F.	McKune, Elizabeth
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Hokenson, Kathryn B.	Carolyn
Jackson, Frederick H.	Zylman, Jon G.

From the Andes to the Shores of Tripoli

What a difference a year or two can make in the diplomatic world. Just three years ago, Libya was on the short list of U.S. enemies. Today, this Mediterranean country, once an implacable foe of all things American, now hosts the newest U.S. embassy in the world. Since full diplomatic ties resumed in May 2006, the U.S. Embassy in Tripoli has supported numerous educational and cultural exchanges, coordinated with multiple other U.S. government agencies to help Libyans peacefully reintegrate into the international community and facilitated visits by more than 40 U.S. scientific delegations.

As a phrase, *Pay for Performance* seems fairly simple and direct. But in practice, the term elicits huge emotions—and confusion—from many federal government employees, including senior executives and senior Foreign Service officers in the Department. With 2007 set by the Office of Personnel Management as the year when all pay-for-performance adjustments in the senior pay system would be made in January, colleagues from the Offices of Performance Evaluation and Resource Management and Organization Analysis thought the time was right for a novice's guide to senior pay. Their story hopefully answers the anguished question: "Where's my Step Increase?"

Sometimes, even in the federal government, pieces to a puzzle just seem to flow together. For example, the Department's Bureau of Diplomatic Security and Office



of Personnel Management's Federal Investigative Services Division recently combined resources to process overseas security clearances faster and more efficiently. Meanwhile, limited job options for trailing spouses were frustrating many eligible family members who gave up domestic careers to accompany a spouse overseas. Interagency cooperation found a

way to fit these puzzle pieces together and solve several problems at the same time.

Meanwhile, high in the Bolivian Andes Mountains and far away from the shores and sands of Tripoli, the public affairs section at the U.S. Embassy in La Paz joined U.S. Agency for International Development colleagues in an ambitious program designed to reach out to the country's many different indigenous and mestizo groups. The outreach targeted young students with aggressive educational exchange and internship programs, providing young Bolivians invaluable experiences in American culture and meaningful, productive work.

Last but not least, a final salute to our colleagues en route to their final posting: *Mary Sarita Cabanillas; Marino "Dorsey" Endrizzi; Willie D. Hobgood; George Der Koorkanian; Thomas B. Larson; Sinclair S. "Sandy" Martel; Joyce Bernice "Judy" Munske; Nancy Leslie Pelletreau; Spiros Alexander Siafacas; and Ofelia S. Vargas.*

Rob Wiley

Rob Wiley
Editor-in-Chief

COMING IN APRIL

- Dusty-Road Diplomats
- ART in Embassies: Iceland
- ART in Embassies: Kuwait
- The World's Newest Nation
- ... and much more!



Questions? Comments?
statemagazine@state.gov

NEED DIPLOMATIC ADVICE? ASK AMBASSADOR BLUESTONE



Q: IN THE COUNTRY WHERE I AM POSTED, DEEP-FRIED MILLIPEDES ARE A DELICACY. SHOULD THESE BE SERVED WITH RED OR WHITE WINE?

A: IF THE MILLIPEDES ARE SERVED IN THE TRADITIONAL YAK MILK SAUCE, THE CORRECT ACCOMPANIMENT IS MALIBU AND FRESCA.



Q: I HAVE TO DELIVER A DEMARCHE ON SPECIAL SAKKE SUBSIDIES AND I HAVE A LISP. WHAT IS YOUR ADVICE?

A: AVOID CITING SPECIFIC SUSPICIONS SURROUNDING SORGHUM SYRUP STOCKPILES.



Q: THE PERSON IN THE CUBICLE NEXT TO MINE WHISTLES CONSTANTLY. IS VIOLENCE THE ANSWER?

A: IF THE WHISTLING REPERTOIRE INCLUDES "HAVIN' MY BABY," "MAMBO NUMBER FIVE" OR THE "BRADY BUNCH" THEME, YOUR ACTIONS CONSTITUTE JUSTIFIABLE HOMICIDE.



Q: IF GUESTS IGNORE ALL HINTS THAT IT IS TIME TO DEPART THE AMBASSADOR'S RESIDENCE AT THE END OF AN OFFICIAL RECEPTION, IS IT APPROPRIATE TO USE TEAR GAS TO DISPERSE THEM?

A: BEFORE USING TEAR GAS, WARNING SHOTS FIRED IN THE AIR ARE A THOUGHTFUL TOUCH.



Q: IS IT TRUE THAT ONE SHOULD ALWAYS STAND WHEN AN AMBASSADOR ENTERS THE ROOM?

A: STANDING IS APPROPRIATE UNLESS THE AMBASSADOR HAS EXPRESSED A PREFERENCE FOR PRECISION DANCE NUMBERS, GENUFLECTION, ETC.





MAR.2007

Remember
Foreign Affairs Day
May 4, 2007

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Manila
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Bermuda

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